



+ adopting green technology

+ embracing renewable energy

+ upholding customer centricity

# Leading Transition

+ promoting operational excellence

+ championing sustainability

2021  
Sustainability Performance Report



**H.H. Sheikh Khalifa bin Zayed Al Nahyan**

President of the UAE and Ruler of Abu Dhabi



**H.H. Sheikh Mohammed bin Rashid Al Maktoum**

Vice-President and Prime Minister of the UAE, and Ruler of Dubai



**H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum**

The Crown Prince of Dubai and the Chairman of The Executive Council



**H.H. Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum**

Deputy Ruler of Dubai, and Deputy Prime Minister and Minister of Finance of the UAE



# Inside the report

## 4 | Leading Transition

- 6 ENOC Board of Directors
- 7 ENOC Management
- 8 About the report
- 10 Letter from the group CEO
- 12 Highlights of the year
- 18 ENOC at a glance
- 22 Value creation model

## 24 | Sustainability at ENOC

- 26 Approach to sustainability
- 32 CSO's message
- 34 Target and performance
- 36 Stakeholder engagement and materiality assessment
- 42 Key focus areas

## 44 | Responsible business and governance

- 46 Ethics and integrity
- 52 Risk management
- 60 Partnerships and collaboration
- 68 Sustainable supply chain
- 72 Customer relationship management

## 76 | Environmental stewardship

- 78 Climate change and energy
- 92 Emissions
- 98 Water management
- 102 Waste management and spill prevention

## 106 | Enriching human capital

- 108 Diversity and inclusion
- 112 Emiratisation at ENOC
- 114 Learning and development
- 116 Employee engagement

## 120 | Safe and secure operations

- 122 Health and safety

## 130 | Community responsibility

- 132 CSR at ENOC
- 136 CSR governance
- 140 CSR partnerships
- 142 Campaigns and programmes

## 152 | Way forward

- 152 Aspirations for the next year

## 153 | Annexures

- 153 List of acronyms
- 154 GRI content index

Pg 10



### Letter from the group CEO

We have transformed into a preferred energy partner and a sustainability leader.

**H.E. Saif Humaid Al Falasi**  
Chief Executive Officer, ENOC Group

Pg 46



### Responsible business and governance

Ethics and integrity

Pg 78



### Environmental stewardship

Climate change and energy

Pg 114



### Enriching human capital

Learning and development

Pg 122



### Safe and secure operations

Health and safety

Pg 132



### Community responsibility

CSR at ENOC

# Leading Transition

The oil and gas sector forms the bedrock of today's energy system. It is also critical to the world's transition towards a low-carbon economy, given its extensive operations on a global scale, its likely contribution to emission reduction, and its unique capabilities to devise long-term solutions for a Net Zero future.

+ espousing innovation

As an innovative energy partner, powering the UAE's phenomenal growth while ensuring the Nation's energy security, ENOC stands at the forefront of this energy transition. By pioneering energy and resource management (E&RM), embracing technology and digital transformation as cornerstones of our operations, we have achieved remarkable milestones in our Sustainability Performance and production throughout. To keep up with the emerging energy needs of the nation and its people, we are rapidly diversifying our trading, refining and petrochemical business and evolving our downstream value chain.

## A pioneer, as always

From incorporating sustainable and energy-efficient technologies for reducing consumption across the group, to commissioning the world's first LEED-certified service station, and supplying biodiesels to a diverse set of clients, we are championing green technology and innovation to stay ahead of the curve. While bracing ahead, we have kept sustainability at the heart of our endeavours and emerged as a sustainability leader catalysing transformation for the sector.

More pertinently, we have kept our customers, our people and our communities at the core of our own transformation journey.

Our commitment to health, safety and environment (HSE) best practices has helped us achieve 55 million safe hours across our flagship projects executed between 2018-21. Our One ENOC, One CSR strategy has transformed our corporate social responsibility efforts, making it more participatory, more impact-oriented, and integrating it with our tenets of responsible governance.

## Embracing the Net Zero ambition

Our 2021 Sustainability Performance Report stands as a testament to these achievements and our commitment to exceptional customer service, cutting-edge energy management, and our dedication to creating enduring value for all our stakeholders. As we navigate the post-pandemic world with courage and conviction, we continue to expand our supply chain presence while addressing climate change concerns. We are closely aligned with the UAE's Net Zero ambition and its zero emission goals in keeping with the Paris Agreement.

We are supporting the UAE's strategy to diversify its energy mix by promoting renewable and clean energy sources and this is visible across our various Business Units which have installed Solar EV on the canopies of the respective rooftops. As pioneers in the energy sector, we continue to build sustainable energy infrastructure, innovate to meet evolving energy needs, promote collaboration across the energy value chain and actively lead the path towards a greener future for all.

+ sustained financial excellence

+ moving towards a low-carbon future

+ strengthening downstream value chain

+ furthering digital transformation

## ENOC Board of Directors



**H.E. Saeed Mohammed Al Tayer**  
Chairman



**H.E. Abdulrahman Saleh Mohamed Al Saleh**  
Vice Chairman



**H.E. Dr Abdul Rahman Al Awar**  
Board Member



**H.E. Ahmed Buti Al Muhairbi**  
Board Member



**Ahmed Mohamed Sharaf**  
Board Member



**Hussain Sultan Lootah**  
Board Member



**Qusai Mohammed Al Shared**  
Board Member

## ENOC Management



**H.E. Saif Humaid Al Falasi**  
Chief Executive Officer,  
ENOC Group



**Tayyeb Al Mulla**  
Managing Director,  
Supply, Trading and Processing  
(STP)



**Zaid Alqufaidi**  
Managing Director,  
ENOC Retail



**Yusr Hussain Al Junaidy**  
Managing Director,  
Horizon Terminals Limited (HTL)



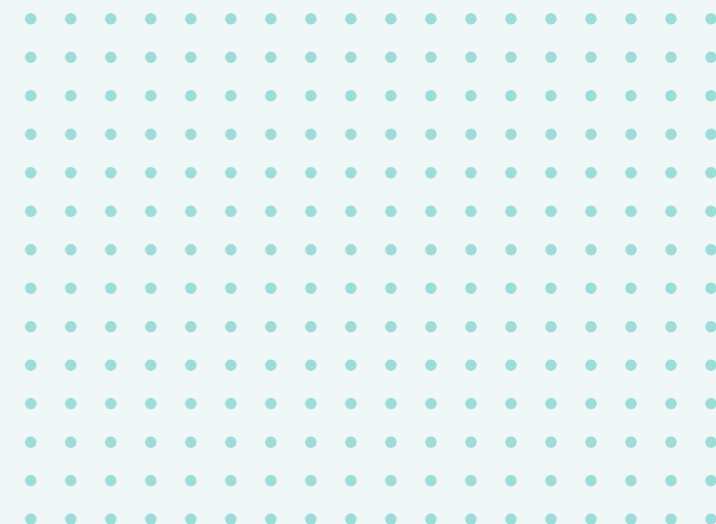
**Burhan Al Hashemi**  
Managing Director,  
ENOC Commercial &  
International Sales (CIS)



**Hesham Ali Mustafa**  
Executive Director- Shared Services  
Centre, Group HR and New Business  
Development



**Mohammad Sharaf**  
Chief Financial Officer



ENOC's Chairman, H. H. Sheikh Hamdan Bin Rashid Al Maktoum, Deputy Ruler of Dubai and UAE Minister of Finance passed away in 2021. The new Board structure has been reflected in this report.

## About the report

# Approach to reporting

In 2016, we commenced our journey toward sustainability performance reporting. Our sixth annual publication, the 2021 Sustainability Performance Report, outlines our performance and progress between January and December 2021.

### Standards

This Report is prepared in accordance with the Global Reporting Initiative (GRI) standards and its supplement, GRI G4: Oil and Gas sector supplement.

### Frameworks

We support the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) and align with the sustainability reporting guidance published by the International Petroleum Industry Environmental Conservation Association (IPIECA).

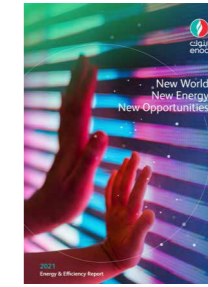
### Scope and boundary

Unless otherwise specified, the operations of ENOC and its subsidiaries are included in the reporting scope and boundary for our disclosures. This Report includes consolidated financial information for all ENOC's subsidiaries. Only ENOC's share in the net results is considered for joint ventures and associated companies.

### Data integrity

Collaboration from a wide range of businesses across the Company is required for the collection and reporting of sustainability data. Under the supervision of the Group Sustainability Team, we have sustainability champions, who assist with this data collection. The Enablon programme, which offers a comprehensive sustainability data management system, helps us in collecting the sustainability data. The software streamlines, enhances, and simplifies the data collection process. It is an essential component of our Sustainability Index performance monitoring and offers insights by exhibiting trends through real-time dashboards.

### Reporting suite



#### Energy and Efficiency Report 2021\*

A bi-annual report that highlights the achievements and provides updates on our energy and resource management.



#### The Sustainability Performance Report 2020

It forms part of a comprehensive suite of publications across economic, environmental, social and governance parameters.



#### Corporate Social Responsibility (CSR) Report 2020

Provides detailed account of our efforts in crafting our CSR strategy and efforts at being a good corporate citizen.



#### Annual Review 2021

The Annual Report provides details of our yearly performance across both financial and non-financial parameters.



#### Sustainability microsite

[www.enoc.com/en/about-us/sustainability/](http://www.enoc.com/en/about-us/sustainability/)  
Part of the corporate website, it provides regular updates

\* EER 21 will be published soon.

# Reimagining energy for the future



Dear Stakeholders,

We are proud of our journey from a local oil and gas player to a global operator, with operations spread across more than 60 countries. Ever since our incorporation as a Company owned by the Dubai Government, we have been cognisant of our responsibility as the nation's designated energy supplier. We continue to be a partner in the nation's growth, supplying its energy needs as a developing economy and contributing to Dubai's remarkable ascent in the global business landscape, its growing recognition as an intellectual powerhouse, and a progressive society where diverse cultures mingle and enrich each other.

Guided by the vision of the late His Highness Sheikh Zayed bin Sultan Al Nahyan and the leadership of His Highness Sheikh Khalifa bin Zayed Al Nahyan President of the UAE and His Highness Sheikh Mohammed bin Rashed Al Maktoum Ruler of Dubai, we have transformed into a preferred energy partner and a sustainability leader, shaping the future of the region's energy sector.

Our 2021 Sustainability Performance Report presents a comprehensive assessment of our performance on sustainability-related indicators, aligned with our principles of customer-centricity, superlative energy and resource management (E&RM), fostering of human resources and creating value for the society and our stakeholders. This Report, apart from outlining our achievements on these

parameters, also demonstrates our resilience in a year that has proved to be one of the most challenging for humanity.

## Emerging stronger than ever from the pandemic

Amid the uncertainties caused by the rapid increase in COVID-19 cases, we calibrated our business model with courage and conviction. While helping us navigate the storm, this also enabled us to continue all our services without a pause, support our people and contribute our might to the mitigation measures undertaken by the government. We, at ENOC, continued to prioritise the health and well-being of our employees and contractors across our locations, and extend all necessary support to enable them to tide over the challenges.

At the same time, we continued to develop new fuelling concepts and offerings across the UAE, from traditional service stations and compact stations to ENOC Link and containerised fuel tanks to serve B2B consumers at their premises. As planned, we offered diverse fuel options to our customers through special quality grades such as Special ULG 95 and Super ULG 98 in the motor gasoline category while expanding our supply chain presence in the Middle East and implementing digital and sustainable initiatives across our business units.

## Leading the way in resource utilisation and energy efficiency

Further, we remained committed as ever in the worldwide efforts towards addressing climate change and transitioning to a low-carbon future. Aligned with the Dubai Integrated Energy Strategy 2030 and the Dubai Clean Energy Strategy 2050, we aspire to become the most energy-efficient operator in the global oil and gas sector. We remain committed to setting industry benchmarks in energy and resource management (E&RM), focusing on sustainable operations using clean energy in power generation and efficient energy utilisation.

As we continue to diversify our range of products, we are fostering a more sustainable and eco-friendlier world. To ensure we are prepared for the future of connectivity, we are equipping our gas stations with electric vehicle (EV) charging infrastructure and also offering biodiesel5, a green alternative for our customers. We are also offering CNG supply services to medium- and large-sized businesses through EMGAS, tailored to meet their specific needs. We encourage our customers to make informed choices and join us in supporting the ongoing energy transition.

## A culture of responsibility and safety

At the heart of our operations lies a core principle that guides our actions – Health, Safety, and Environment (HSE). We have made steady progress on all HSE parameters over the years, surpassing industry standards. We understand that building a culture that prioritises HSE is critical to ensuring our resilience and relevance in the long term.

All ENOC employees, including permanent contractors, are required to undergo HSE training. To promote a safety culture across the organisation, and make our employees own the safety journey, we require our office staff to complete eight hours of mandatory training, while our field staff are required to undergo a three-day training programme. In addition, we conduct mock emergency drills in collaboration with Dubai Civil Defence and provide training modules for supervisors, forecourt and non-forecourt site staff, and fire wardens at staff accommodation.

Throughout 2021, we conducted numerous HSE training sessions totalling 133,696 hours. To manage health and safety in a more structured manner across the organisation, we established an Annual Segment HSE business plan that included 18 focus areas. This plan provides guidance and direction for the Group to enhance our HSE standards.

## One ENOC, One CSR strategy

We place great importance on corporate social responsibility (CSR) as a fundamental aspect of our sustainability plan. Through our inclusive 'One ENOC, One CSR' strategy, we promote collaborations and partnerships to integrate social responsibility into our core business objectives. Our aim is to establish a sustainable model that generates value for all stakeholders and society as a whole.

By implementing a shared CSR framework and calendar, as well as cultivating enduring partnerships with social welfare groups, academic institutions and government agencies, we are strengthening our CSR efforts. This enables us to address the needs of the communities we operate in more effectively and motivate more employees to participate in social impact activities. We have invested close to AED0.69 million in CSR activities in 2021, reaching out to 460,000+ beneficiaries. The decline in our targeted beneficiaries for 2021 was caused by the disruptions and challenges of the COVID-19 pandemic. However, our CSR activities underwent strategic adjustment to ensure the safety and well-being of both our beneficiaries and our CSR teams. This commitment reinforces our dedication to responsible and responsive corporate social responsibility.

## Looking ahead

As a leader in the energy sector, our strategy includes efficient execution, international expansion, and capability development across all our businesses to enhance our competitiveness in cross-segment projects. We strive to create synergies across our energy value chain to achieve our goals.

We are witnessing a global shift from traditional fossil fuel-based energy sources such as coal, oil and gas toward cleaner and more sustainable energy sources. This energy transition provides us with significant opportunities to diversify our portfolios, innovate and collaborate with other stakeholders to create a more sustainable energy future. We are heavily invested in facilitating this and reimagining the future of energy. Our segments such as STP, Terminals, Retail and Marketing have demonstrated their commitment to decarbonise the sector and ensure smooth energy transition by implementing numerous projects to reduce fuel consumption and increase renewable generation capabilities year on year. It indicates our belief in the strength of innovation and sustainability as critical to the future of energy.

We take this opportunity to express our gratitude to all the stakeholders who have contributed to ENOC's sustainability journey and encourage you to learn more about our accomplishments and initiatives by reading our 2021 Sustainability Performance Report. As we look forward, we welcome your valuable feedback and active collaboration to help us continue steering our sustainability focus in the right direction.

Regards,

**H.E. Saif Humaid Al Falasi**

Chief Executive Officer, ENOC Group

# 2021 snapshot

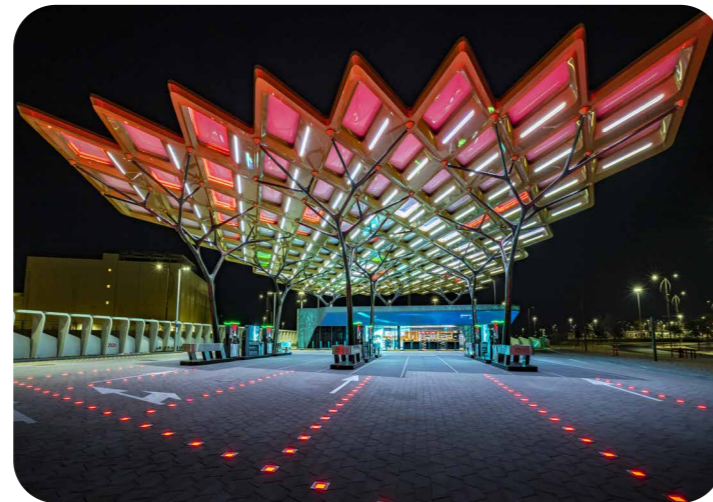




# Awards and recognitions 2021

## APEA Awards – Best New Forecourt

ENOC Group, the Official Integrated Energy Partner of Expo 2020 Dubai, innovatively designed the Service Station of the Future, and was awarded the coveted APEA Award for Best New Retail Forecourt 2021. The APEA Awards are the only awards ceremony that recognises the best of the best within the downstream fuel industry in the UK and further afield.



## Green Building Certification Institute (GBCI) – Platinum LEED Certificate

ENOC Group earned recognition for its Service Station of the Future as the first project in the Middle East to achieve a LEED Safety First: Cleaning and Disinfecting Your Space, Pilot Credit from the US Green Building Council (USGBC).



## Sword of Honour by the British Safety Council

Emirates Gas, a subsidiary of ENOC, won the British Safety Council's Sword of Honour Award, a prestigious honour awarded to the best performing international organisations for implementing best practices in health, safety and environmental management.



## Golden Peacock Global Award for Sustainability (GPGAS) 2021 – for the 5th consecutive year

ENOC Group was awarded the coveted Golden Peacock Award for Sustainability for the fifth consecutive year. Among 1,000 global applicants, the Group was recognised for its commitment to improving sustainability standards.

International Awards



## IDEAS UK Awards – Corporate Social Responsibility & Customer Focus

ENOC was awarded the Corporate Social Responsibility Award for its innovatively designed Service Station of the Future, and the Customer Focus Award for designing the world's first eLink Station on Palm Jumeirah at the 2021 Idea of the Year Awards ceremony.

Regional & National Awards



**Leaders in Fintech Awards – Entrepreneur Middle East for Best Insuretech Solution**

ENOC Beema was awarded for excelling in providing best-in-class service that focuses on customer centricity, offering a seamless user experience across its digital platforms.

**Forbes Middle East – Top CEOs in the Middle East 2021**

H.E. Saif Humaid Al Falasi, the ENOC Group CEO, was recognised as the Top 13 CEOs in the Middle East.



Local Awards



**2021 Dubai Chamber Advanced CSR Label Award**

Emirates Gas won the CSR Label Award 2021 from Dubai Chamber of Commerce and Industry (DCCI) for the eleventh consecutive year, and third time in the 'Advanced' category. This award recognises the efforts of EMGAS and ENOC Group in positively impacting the workplace, marketplace, community and environment. The advanced version of the award measures organisations' CSR efforts against seven criteria, as opposed to four criteria in the standard version.



**Strongest Brands in the UAE – from Brand Finance**

ENOC was ranked amongst the Top 10 strongest brands in the UAE and Top 20 in the Middle East.



**Dubai Quality Gold Award**

ENOC won the Dubai Quality Gold Award, which honours organisations for their outstanding commitment to continuous quality improvement and business excellence. ENOC has previously won the Dubai Quality Award (DQA) in 1997, 2004, 2012, 2014 and 2017, and 2021 marked the year it won the Gold Award for the first time, showing tangible improvement in performance.

**Retail Middle East Awards**

ENOC Retail won two awards in the Retail ME awards for the Most Admired Retail Concept of the Year and Most Admired Store Design of the Year.



**Automechanika Dubai 2021 Awards – Automotive Quick Services Provider of the Year**

ENOC AutoPro was recognised as the best among automotive quick service providers in the GCC for performing beyond market averages, demonstrating best industry practice, a sustainable business model, efficiency, working to the highest quality standards, technical excellence and delivering high standards of customer care.

**Strategic Partner Award 2021 by RTA**

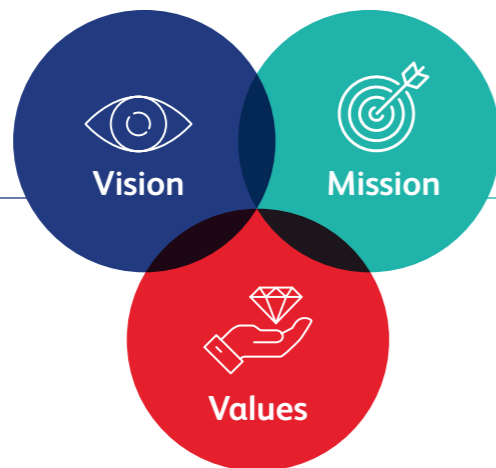
ENOC was awarded the Strategic Partner Award by the Road and Transport Authority (RTA) during the IRF event.

# An energy partner of the future

ENOC is a global and diversified energy player, providing convenient energy solutions across the UAE and beyond. From exploration and production to trading, processing, storage and sales, we operate across the entire energy value chain. We are present in 60+ markets, offering our world-class services backed by the most advanced technologies and the latest innovations in the sector.

## Vision

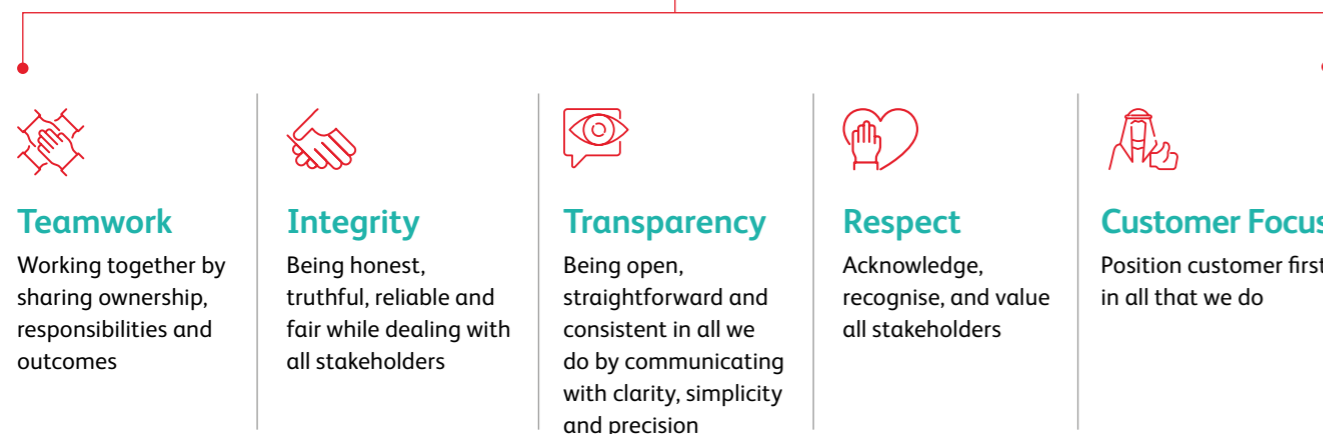
To be an innovative energy partner, delivering sustainable value and industry-leading performance.



## Mission

To deliver world-class sustainable and integrated energy solutions. We do so by striving for excellence in operations, innovation and happiness for our employees, customers and partners.

## Values



## Upstream

Exploration and production business

- Dragon Oil**: ENOC's wholly owned E&P business

**67,235 BOPD**  
Oil production



## Midstream

Refinery operations, products trading and storage sector.

- ENOC Processing Company LLC (EPCL)**: Jebel Ali condensate refinery
- Dubai Natural Gas Company Limited (DUGAS)**: Methyl-Tertiary Butyl Ether (MTBE) processing plant
- Horizon Terminals Limited (HTL)**: Network of major storage facilities
- Trading** of crude and petroleum products in **Europe, South Asia, the Middle East and Asia Pacific**

**210,000 bspd**  
Condensate refinery

**675,000 kt/year**  
MTBE processing nameplate capacity



## Downstream

Premium automotive and aviation fuels, lubricants and fuel and industrial gases. Commercial and International Sales (CIS)

- ENOC Aviation**
- EPCO Lubricants**
- ENOC Industrial Products Marketing (EIPM) division**
- Emirates Gas (EMGAS)**: LPG bottling facilities

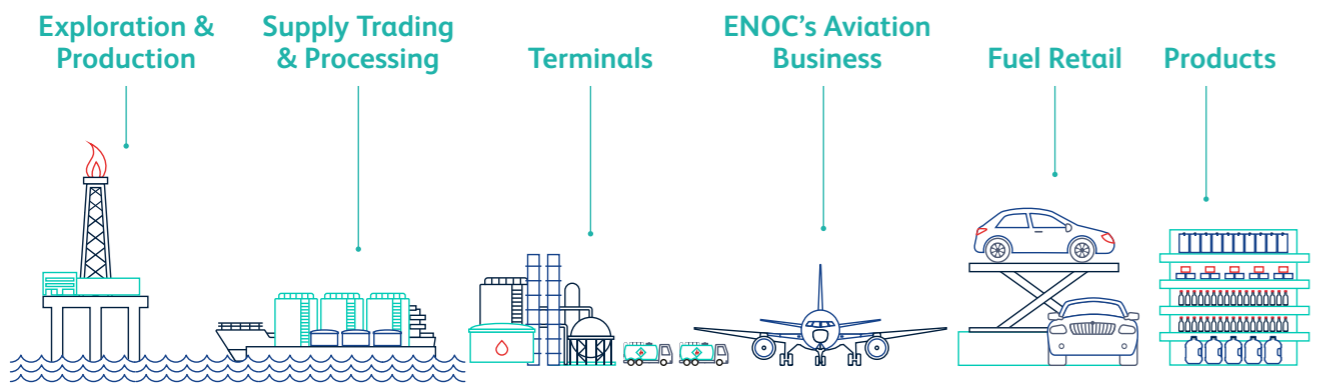
**250 mn litres/year**  
Combined nameplate capacity of Fujairah and Jebel Ali plants that manufacture varieties of lube oil and grease



### Expansive products and services

We manage a growing clientele in the exploration and production, supply trading and processing, terminals and storage, aviation, retail and products. To provide value and to meet the expanding needs of consumers while reducing our carbon footprint, we implement newer technologies, promote efficiency, and create innovative digital solutions across all our activities. From forecourt to airport, and import to export, we contribute to the economic growth and energy security of Dubai and the UAE.

**210,000**  
BSPD  
ENOC condensate refinery



## Growing global presence

ENOC has on-ground operations in over 10 countries and an extended presence in 60+ countries across the globe.



### Key expansion in 2021

In collaboration with Rotary Arabia, we have expanded our presence in the Kingdom of Saudi Arabia's (KSA) Western Province. We constructed four new pipelines linking Farabi Petrochemicals' Yanbu facility to Arabtank Terminal Limited's (ATTL) storage tanks, along with upgrading four existing storage tanks and developing two new pipelines to King Fahad Port in Yanbu. This expansion addresses the growing demand in the chemical industry and strengthens our position in Saudi Arabia.

- Exploration and Production
- Supply, Trading and Processing
- Terminals
- Commercial and International sales
- Retail

Map is not in scale.

Value creation model

# Creating shared value for all

## Inputs

### Natural Capital

We prioritise the equilibrium between our business activities and the natural ecosystem. We do our business with consideration for the environment.

**0.524 GJ/tonne**

ENOC specific energy consumption

**24.82 GJ/tonne**

Dragon Oil - specific energy consumption

**0.050 m<sup>3</sup>/tonne**

ENOC Water Intensity

**0.524 m<sup>3</sup>/tonne**

Dragon Oil Water Intensity

### Human Capital

Being a people-first organisation, we are aware of the important role that our talented and committed workforce plays in advancing our corporate goals and objectives. The diverse skills and experience of our workforce contribute to our growth story. We provide them with a supportive, transparent and safe working environment with a continuous focus on training and professional development of our employees.

**11,000+**

Total employees

**15.12 hrs/employee**

ENOC Training Hours per full time employees

**14/7 hrs/employee**

Dragon Oil Training Hours per full time employees

### Intellectual Capital

Our proficiency in innovation, and in developing new products and services have always kept us ahead of the curve. We deploy the best-in-class technologies for improvement.

### Manufactured Capital

We invest in world-class equipment and machinery to ensure that we operate as efficiently and safely as possible, both at our current operations and in our expansion projects.

**140,000 (barrels per day)**

Refinery capacity

**AED1.744 mn**

Spend on climate change and E&RM initiatives

### Social and Relationship Capital

Our progress is driven by strong collaborations and partnerships. We engage, disclose information, listen carefully and communicate with our shareholders and lenders, suppliers and contractors, employees, governments, communities and civil societies.

**AED24.9 mn**

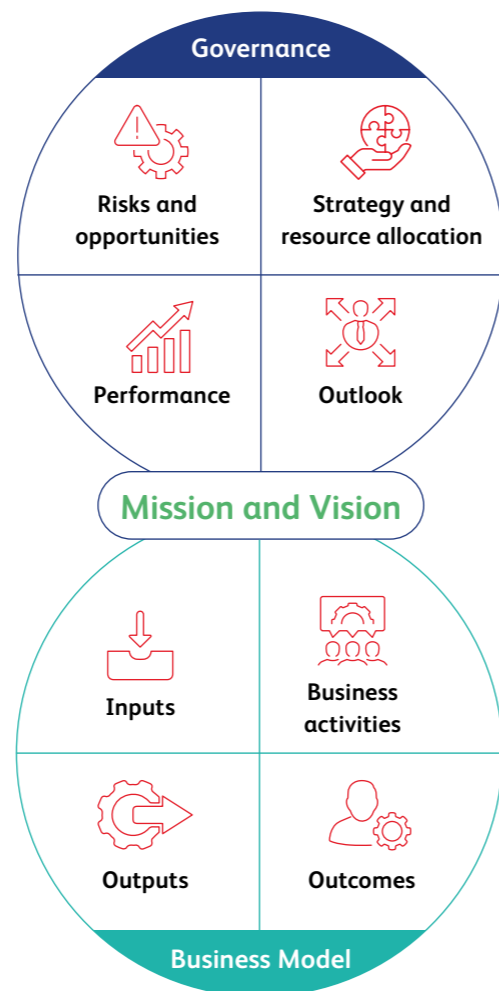
Spent on indigenous supplier

**AED695,867**

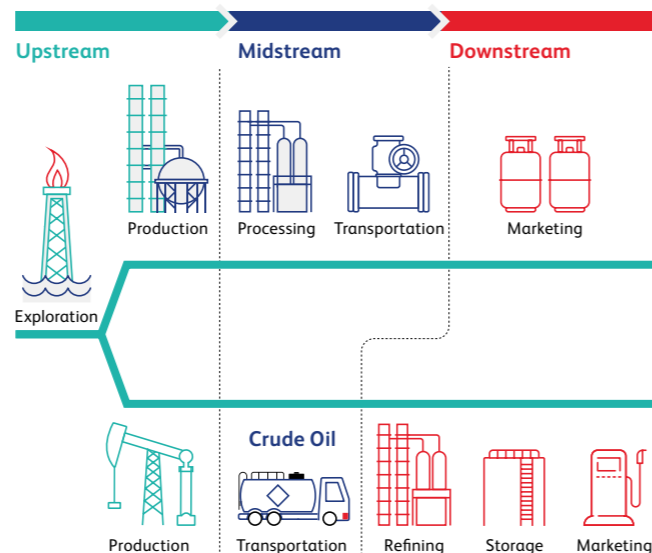
ENOC community investment

**AED36 mn**

Dragon Oil community investment



## ENOC and its Value Chain



## Output

**22.04%**

Reduction in specific energy consumption from 2014-21

**15.45%**

Reduction in specific GHG emissions from 2014-21

**410,790 m<sup>3</sup>**

Water recycled

**0.38 kg/tonne**

Waste intensity

**1023**

Millennials: Number of employees <30 years

**0.15**

Lost Time Injury Frequency rate (LTIFR)

**100%**

Customer satisfaction action plans implemented across 12 businesses

**3,125,271 tonnes**

Dragon Oil net crude oil throughput

**462,908**

Beneficiaries of CSR programmes

**16**

CSR awareness campaigns

**252 hrs**

Total number of CSR training hours

**One ENOC, One CSR Strategy implemented**

## Outcomes

- Mitigating global warming
- Promoting use of eco-friendly fuel
- Resource stewardship

- Safer working environment
- Enhanced employee engagement
- Bringing inclusiveness in education
- Enhanced workforce demographics

- Driving innovation culture
- Concerted collaborations
- Creating digital ecosystem

- World-class infrastructure facilities
- Energy security
- Product stewardship
- Strong supplier relationships
- Sustainable cash flows
- Strong EPS

- Building sustainable livelihoods
- Enhanced quality of life of people
- Effective stakeholder engagement

## UN SDGs



# Sustainability at ENOC

+ embracing global sustainability goals

As a responsible organisation, we prioritise incorporating sustainability into every facet of our business operations. Our aim is not limited to meeting long-term energy needs in a sustainable manner but also to steer transformative changes in the industry, and contribute to the collective goal of sustainable development both locally and globally.

+ transforming as a responsible organisation

+ Highlights 2021

**AED1.744 mn**

Spend on climate change and E&RM initiatives

**19.72%**

Reduction in water intensity compared to 2014 baseline

**22.04%**

Reduction in specific energy consumption from 2014-21

+ pioneering energy and resource management

+ future ready



Approach to sustainability

# Driving a collective mission

Sustainability is engrained in our vision, mission and strategy and embedded into our organisational culture. We have established an extensive framework that measures our sustainability performance across business units and verticals and ensures better alignment with local and global development goals. A Group Sustainability Index, with key performance indicators mapped to UN SDGs, helps us act on our chosen goals and evolve into a more performance-driven organisation.

## Alignment with global and national sustainable development goals

### Global

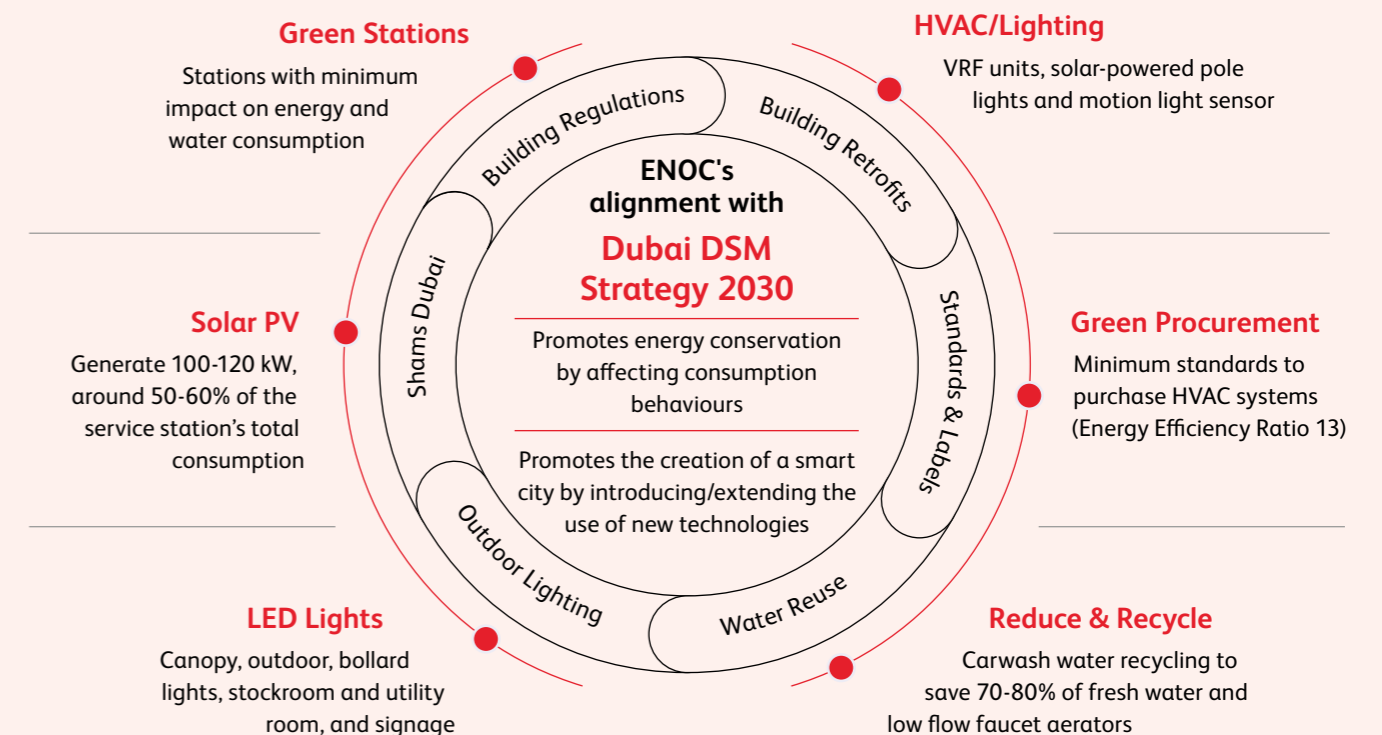
<p><b>Paris Agreement</b></p> <p>United Nations Framework Convention on Climate Change</p>	<p><b>Renewable Energy</b></p> <p>International Renewable Energy Agency</p>	<p><b>Sustainable Development Goals</b></p>
--	---	---

### UAE

<p><b>UAE Vision 2021</b></p>	<p><b>UAE Energy Strategy</b></p> <p>UNITED ARAB EMIRATES MINISTRY OF ENERGY</p>	<p><b>Green Growth Strategy</b></p> <p>استراتيجية الإمارات للتطوير الخضراء UAE Green Growth Strategy</p>
-------------------------------	--	--

### Dubai

<p><b>Dubai Plan 2021</b></p> <p>خطة دبي 2021 DUBAI PLAN</p>	<p><b>Clean Energy Strategy 2050</b></p> <table border="1"> <tr> <td>7%</td> <td>2020</td> </tr> <tr> <td>25%</td> <td>2030</td> </tr> <tr> <td>75%</td> <td>2050</td> </tr> </table> <p>Clean energy sources in Dubai</p> <p><b>Dubai Demand Side Management (DSM) Strategy 2030</b></p> <p>المجلس الأعلى للطاقة Supreme Council of Energy</p>	7%	2020	25%	2030	75%	2050	<p><b>Dubai Carbon Abatement Strategy 2030</b></p> <p>طوبسون الكربوني DUBAI CARBON</p> <p><b>Integrated Energy Strategy</b></p> <p>EXPO 2020 DUBAI UAE</p> <p>دبي الذكية SMART DUBAI</p>
7%	2020							
25%	2030							
75%	2050							



## Sustainability Framework

- S**trengthen sustainable development by producing sustainable solutions through sustainable measures.
- U**nleash the power of digitisation.
- S**trive to build sustainable culture across the Group.
- T**ransform the group as a resilient global leader in all aspects.
- A**ccelerate ingraining sustainability by aligning with global UN SDGs & national priorities.
- I**nspire other departments within the group to become role model.
- N**urture a cohesive society for all the stakeholders.



- |  |   |
|--|---|
| Environmental Risks                              | Energy & Resource Efficiency                  |
| Energy Transition & Sustainable NB Opportunities | Sustainable Finance                           |
| Innovation and R&D                               | Emiratization, Competencies & Advanced Skills |
| Sustainability Culture                           | Partnerships & Society                        |

- Align ENOC's corporate policy and strategy with the UAE strategies and directives for sustainable growth
- Accelerate ingraining sustainability in our day-to-day operations and create new business opportunities for ENOC through sustainable mechanisms like (energy fund, renewable projects)
- Digitise our business processes to bring cost efficiencies, optimise resources and be future ready
- Enhance employees' competencies through advanced skills and maximise employee happiness
- Build cohesive society by being socially responsible to our stakeholders

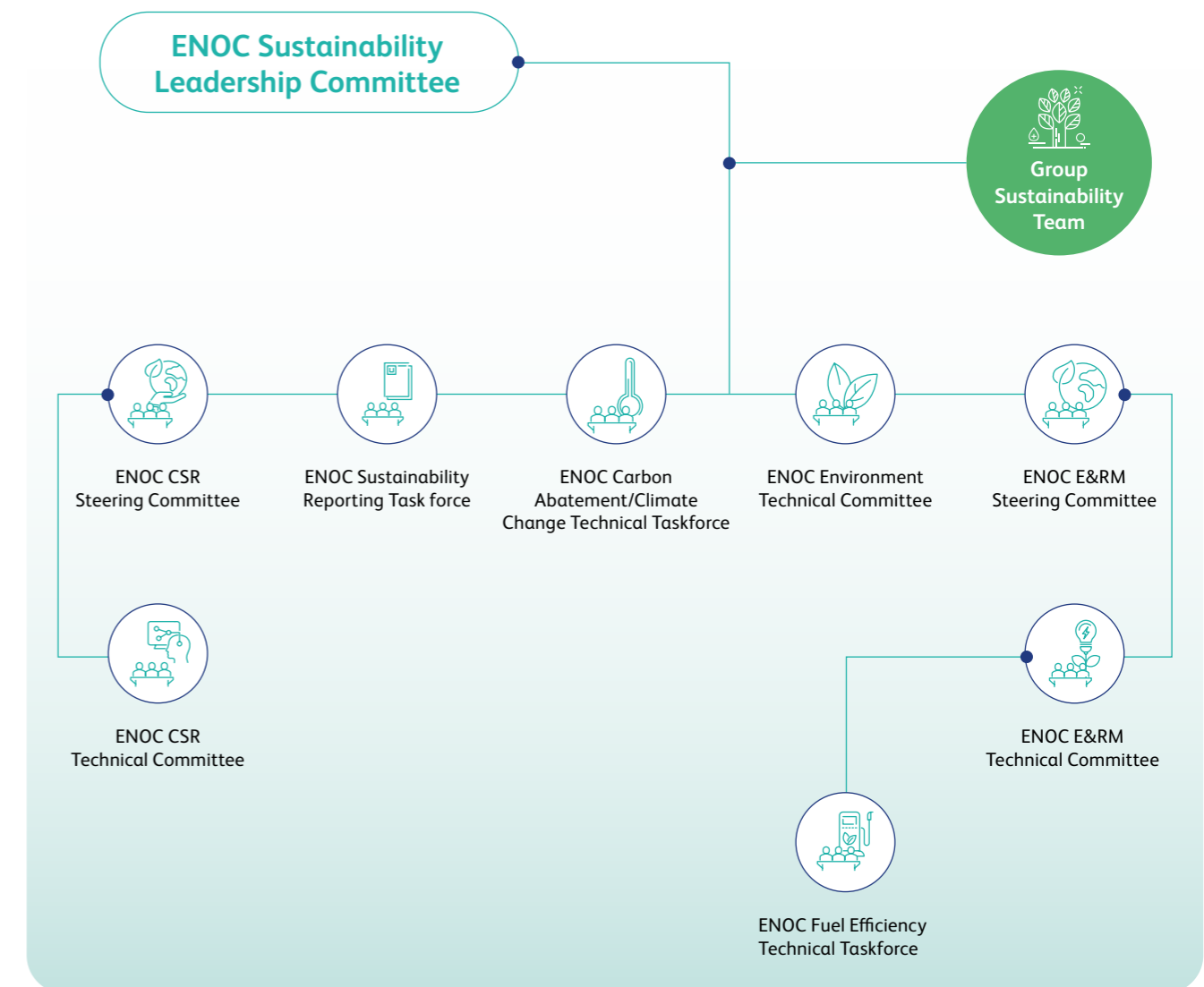
## Sustainability governance at ENOC

We place a strong emphasis on sustainability governance, guided by integrity and responsibility. The Sustainability governance structure was put in place in 2016, with the establishment of the Group Sustainability Office, later renamed as the Group Sustainability Team.

The Group's sustainability efforts are led by the Sustainability Leadership Committee, chaired by the Group CEO. The Committee, working under the direction of the Group CEO, sets the Group's strategy and provides guidance in taking forward the Group's sustainability commitments. It acts as an umbrella for 5 committees and 3 taskforces that are tasked with specific duties. The Group Sustainability Team implements the Group's sustainability initiatives, oversees energy and resource management (E&RM) efforts, ensures regular sustainability reporting, and drives the CSR initiatives of the Group.

In accordance with this structure, the Board of Directors, supported by dedicated committees, oversees strategic direction, financial performance, and risk management. The executive management ensures regular reporting on ESG-related matters.

### Sustainability governance structure





## Approach to sustainability

### Sustainability roles and responsibilities

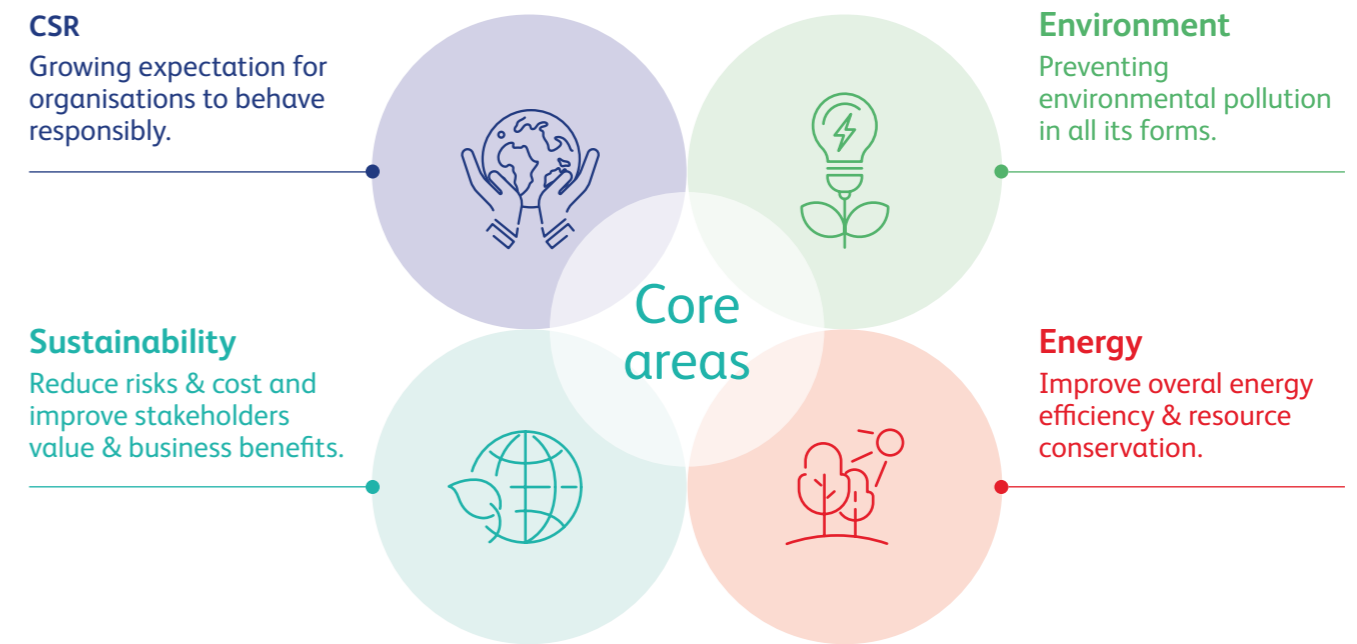
Embedded into our organisational culture, sustainability informs our decision-making and gets reflected in our day-to-day functioning.

**We strive to ingrain Sustainability in day to day operations and decisions**



## Our sustainability core areas

Since 2016, the Group Sustainability function has focused on three areas: environment, energy, and sustainability. In 2017, a specialised CSR function was fully consolidated under the GSO (renamed Group Sustainability Team) to better align with ENOC's stakeholders' expectations, aiming to create significant social and economic impacts on both our business and society at large.



### Evolution of the Sustainability Data Management System

Collaboration between various departments and business units is necessary to collect and report sustainability data. The Group Sustainability Team oversees the Sustainability Champions at ENOC, who assist in data collection.

The Enablon software, used to gather sustainability data, simplifies and improves the collection process. The software generates real-time dashboards that display trends and help with monitoring sustainability performance using the Sustainability Index.

Our Sustainability Data Management System (SDMS) makes data collection, validation, and analytics more efficient. This system reduces the efforts of our business units in tracking collecting sustainability data. SDMS's main objective is to streamline the process of collecting and verifying sustainability data according to relevant standards or guidelines, such as the GRI Standard, IPIECA sustainability guidelines, ISO 14064 Standard, CDP, and UN Global Compact, and to create performance dashboards for review by ENOC Management in real time.

#### SDMS benefits

- Enhances the precision and excellence of sustainability performance data significantly
- Decreases the time required for filling out Excel sheets and reporting performance to the BUs, corporate departments and the Group Sustainability Team by nearly 60%
- Charts the performance of BUs and corporate departments on a monthly basis instead of having to wait for quarterly analysis
- Easily identifies any additional E&RM projects and monitors their progress, which could lead to an increase in E&RM project savings of up to AED20 million per year
- Reduces the cost of waste disposal by at least 20% and water expenses by an additional 30%

# Turning challenges to opportunities



**Dear Stakeholders,**

As we reflect on 2021, a year that saw the global community grapple with an array of challenges – from navigating a difficult phase of the COVID-19 pandemic to confronting the increasingly evident realities of climate change – we are drawn to the positive takeaways. The year saw us further ingrain sustainability into ENOC's DNA on a journey that has been transformative for us in many ways.

But the larger picture first. The year 2021 marked a turning point in the global climate discourse. From the commitments at the 26th UN Climate Change Conference of the Parties (COP26) to the Task Force on Climate-related Financial Disclosures (TCFD) mandates, the world sought accelerated actions towards a sustainable future. At ENOC, we reaffirmed our role in this global endeavour by translating our international commitments into actionable strategies.

The Middle East, our home, embarked on an unprecedented sustainability drive in 2021. In December 2020, the UAE submitted its second Nationally Determined Contribution (NDC), which highlighted an enhanced greenhouse gas (GHG) reduction target of 23.5% by 2030 compared to the 2030

business-as-usual scenario. At COP26, the nation announced its launch of the Agriculture Innovation Mission for Climate jointly with the US and joined the Global Methane Pledge. The same year, it announced its Circular Economy Policy 2021-2031, which targets the adoption of the circular economy concept in green infrastructure, sustainable transportation, sustainable manufacturing, and sustainable food production and consumption. Saudi Arabia, Iraq and other states also came up with their own climate action plans.

While regional strategies resonated with our vision, we championed collaborative projects with regional partners, investing in clean energy solutions, enhancing water conservation, and nurturing a culture of innovation.

## Contributing to global sustainability goals the ENOC way

ENOC remains committed to leading the way in resource utilisation and energy efficiency. We align ourselves with the Dubai Integrated Energy Strategy 2030, DSCE Demand Side Management (DSM) Strategy, and the Dubai Clean Energy Strategy 2050, aiming to be a trailblazer in the global oil and gas sector as the most energy-efficient operator. Our focus on energy and resource management (E&RM) is dedicated to clean power generation and efficient energy utilisation, promoting sustainability.

At the same time, as part of our long-term strategy, we are actively diversifying our product range to contribute to a more sustainable world. Our service stations now feature electric vehicle (EV) charging infrastructure, offering customers a green alternative in the form of biodiesel5. Moreover, we are supplying CNG to medium and large businesses through EMGAS, supporting the energy transition.

Our E&RM projects also include solar photovoltaic panel implementation across our retail sites and various operations, in addition to LED retrofits, and the utilisation of innovative sustainable solutions such as evaporative cooling, vapour and heat recovery systems that are cutting down our environmental footprint.

Our 'One ENOC, One CSR' strategy integrates corporate social responsibility (CSR) into our core business objectives. By cultivating partnerships with various stakeholders, we strengthen our CSR efforts, addressing community needs and promoting employee engagement, and thus creating more impact on the ground through greater involvement and participation.

## Addressing our focus areas

ENOC's sustainability goals are embodied in our commitment to responsible business and governance, environmental stewardship, enriching human capital, safe and secure operations, and community responsibility.

In 2021, we achieved a remarkable 22.04% reduction in energy consumption and a 15.45% reduction in GHG emissions from 2014. We also reduced waste intensity to 0.38 kg/tonne and recycled 410,790 m<sup>3</sup> of water. Our CSR initiatives reached 462,908 beneficiaries, involving 252 hours of CSR training and 16 awareness campaigns for our employees.

We are also leading the way for the sector through our thought leadership and advocacy of climate action. We are expanding our influence globally as we join prestigious organisations such as the United Nations Global Compact Network UAE, the World Green Economy Organisation (WGEO), and the Clean Energy Business Council (CEBC). We are actively contributing to global efforts, including COP 27, where we represent the UAE's oil and gas industry. Through our partnerships with multiple organisations, we are also reaching out to help those in need.

## Reaffirming our resolve

Our Sustainability Index helps us map our progress on our chosen targets, inspiring us to aim higher. By 2030, we aim to reduce energy consumption by 11%, increase water recycling to 30%, divert 100% of waste, and decrease flaring from plant operations by 50%.

As we step into 2022, our commitment remains unshaken. With a focus on continuous improvement, innovation, and stakeholder collaboration, we aim to lead the energy transition, ensuring that our operations not only fuel economies but also protect and nurture the planet for future generations.

Together, as we chart the road ahead, let us embrace the challenges and opportunities that await us and translate them into milestones on our journey to a sustainable future.

Regards,

**Alia Ali Busamra**

Chief Sustainability Officer  
Secretary of ENOC Sustainability Leadership Committee ENOC

# ENOC Sustainability Index

Our aim for 2021 was to achieve 90% of all the set targets in the Sustainability Index for the year. ENOC managed to achieve a highly encouraging score of 94.7%. We intend to continually push and improve our performance by setting ourselves higher benchmarks every year.



The ENOC Sustainability Index enables us to set yearly goals that are ambitious. We commenced this journey in 2017, setting a set of distinct goal-oriented strategies. The process has been helping the Company continually evolve and surpass benchmarks each passing year.

The Sustainability Index includes a total of 21 environmental, social, and economic KPIs. Our goals are in line with the advancements of the Middle East energy sector and the UAE Centennial 2071 Plan.



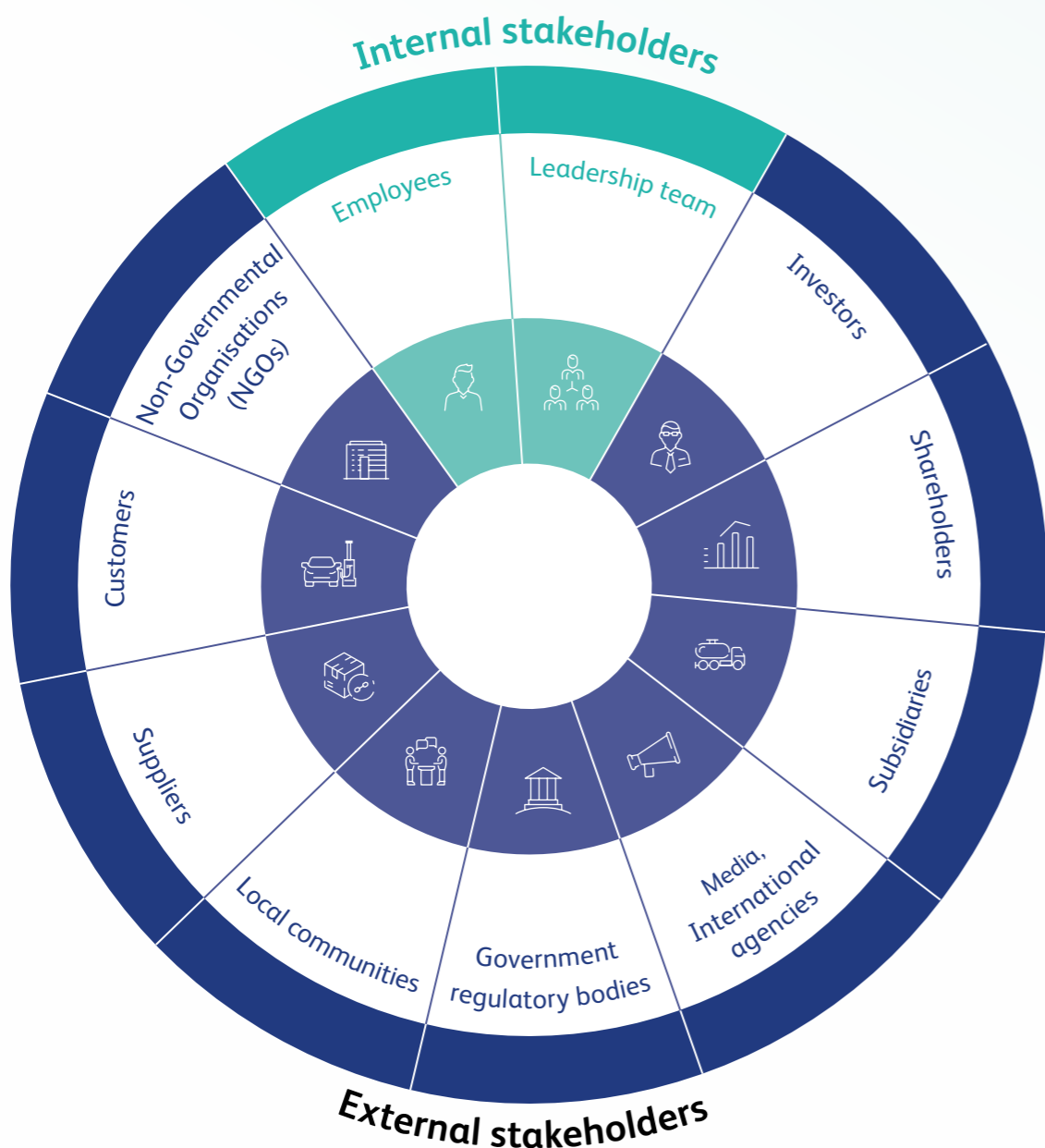
No.	Description of KPIs	Units	Target 2021	Performance 2021	Status	SDGs
<b>Environmental KPIs</b>						
1	Thermal energy consumption per unit reduction	GJ/tonne or GJ/m <sup>2</sup> (<)	1.10%	+0.73%	●	7
2	Electrical energy consumption per unit reduction	kWh/tonne or kWh/m <sup>2</sup> (<)	1.10%	+1.06%	●	7
3	Energy demand reduction from baseline (2013)	% (>)	3.50%	+5.57%	✓	7
4	Renewable energy generation against consumption	% (kWh/kWh total) (>)	0.20%	1.16%	✓	7
5	GHG emissions per unit reduction	tCO <sub>2</sub> e/tonne or tCO <sub>2</sub> e/m <sup>2</sup> (<)	1.10%	+0.58%*	● under BAU conditions	7 13
6	Air emissions (Sox, NOx, PM, CO) above legal limit	% Number of sources above limit	0	0	✓	3 9
7	Recycled water usage compared with total water consumption	% Water reused (<)	7.50%	16.58%	✓	6
8	Waste reduced/recycled compared with baseline	% Waste recycled (>)	30%	40.07%	✓	12
9	Flare gas reduction compared with the baseline	% Flare reduction (<)	5%	14.42%	✓	13
10	Amount of green procurement vs.Total procurement	% Green procurement (AED/Total AED)	90%	99%	✓	7 13
<b>Social KPIs</b>						
11	Employees who are UAE Nationals	% Emiratisation	50%	46%	●	8
12	Number of employees who left the Company	% Turnover (<)	10%	2.20%	✓	8
13	Training hours per employee	Hours per employee (>)	10 hours	15 hours	✓	8
14	Score from the Customer Satisfaction Survey	Score	80%	83%	✓	9
15	Gender diversity ratio	% Women ratio (>)	20%	15%	●	5
16	Completion of Ethics Training (COBC refresher)	% Completion (>)	100%	NA	NA	9
17	LTI Incident Rate (people safety)	Rate	0.24	0.15	✓	3 8
18	Process Safety Incidents (process safety)	Rate	0	0	✓	3
19	Volunteering hours per employee	Hours per employee	1 hour	0.6	●	10
20	Inclusion (people of determination)	% Employees	NA	NA	●	10
<b>Economic KPIs</b>						
21	Community investment	% Investment against economic value retained	0.2%	0.037% -0.19 million USD	●	4 10

✓ Achieved ● Not Achieved  
\* With EPCL Expansion preparation -7.47% under BAU condition.

Stakeholder engagement and materiality assessment

# Focusing on the imperatives

We regard our stakeholders to be partners in our progress. It is important for us to understand their opinions, and integrate their views into our business decisions so that we are able to identify and mitigate risks and make the most of the emerging business opportunities. Effective discussions and engagement activities with stakeholders help us in identifying pressing issues and topics material for ENOC.



Our stakeholders



**Employees**

Employees are the backbone of our organisation, playing a critical role in the effective execution of our strategy. Their experience, expertise, and teamwork are critical for our organisation to achieve its goals and vision.

Consultation mechanism

- Employee health check-ups
- Employee volunteering activities
- Employee grievance redressal
- Intranet, Annual Report
- Sustainability Performance Report, Energy & Efficiency Report.
- Employee Reward (CEO Award, Spotlight) and other recognition schemes
- Employee Engagement Survey (GALLUP)
- Innovate – Employee Suggestion Scheme

Key issues

- Health and safety
- Career growth and progression
- Competitive salary
- Work-life balance
- Building camaraderie
- Regular sharing of Group information
- Employee motivation
- Employee involvement
- Diversity & Inclusion
- Learning and Development
- Performance management



**Suppliers**

Suppliers are crucial to delivering growth, development, and performance excellence. We foster long-term relationships with our suppliers and ensure adherence to policies related to the ENOC Supplier Code of Conduct.

- Contract procedures and project timelines
- Facility inspections
- Review meetings
- Vendor interaction meets
- Vendor performance evaluation form
- Annual performance report
- Annual stakeholder meets
- Supplier grievance mechanism
- Vendor onboarding

- Timely payments
- Compliance with Company laws
- Unbiased treatment
- Green procurement
- Adherence to Service Level Agreements
- Business continuity and growth



**Customers**

Customers are at the centre of our business, and it is imperative for us to understand their expectations and strive towards meeting them. We are committed towards creating a long-term, valuable and sustainable relationship with our customers.

- Company website
- Product campaigns
- Customer Satisfaction Survey
- Grievance redressal
- Call centre 800 ENOC
- Digital display at retail stations
- Mystery shoppers

- Product information
- Product benefits and features
- Product quality and feedback
- Timely availability and customer satisfaction
- Building relationships and trust
- Product and service innovations
- New product development



**Media, international agencies, and NGOs**

Media, international agencies, and NGOs form an important stakeholder for our Company. We are committed to creating a long-term, valuable and sustainable relationship with our partners.

- One-on-one interactions
- Direct contact during activities
- Social surveys

- Transparency
- Timely information on future plans
- Support for social causes
- Identification of areas of collaboration
- Disclosure on compliance



**Regulatory bodies – Government**

Our relationship with regulatory bodies is significant in ensuring compliance, adhering to regulations, and carrying out uninterrupted operations.

- Annual report and regulatory filings
- Government committee meetings – DSCE
- Facility inspections
- Regular meetings

- Ethical business conduct
- Regulatory compliance
- Environmental stewardship
- Safety
- Project approvals
- Adherence to statutory norms



## Materiality matrix

The outcomes of our materiality assessment have shaped our sustainability strategy and facilitated our reporting technique. These outcomes have become our current focus areas, informing the Sustainability Index that lays down our yearly targets.

To get a clear understanding of the sustainability issues our stakeholders face, we conducted a materiality assessment in 2016 in accordance with the requirements of the Global Reporting Initiative (GRI) Standard. These material issues are now part of our sustainability strategy, and we have calibrated our targets accordingly. Each year, we review these material

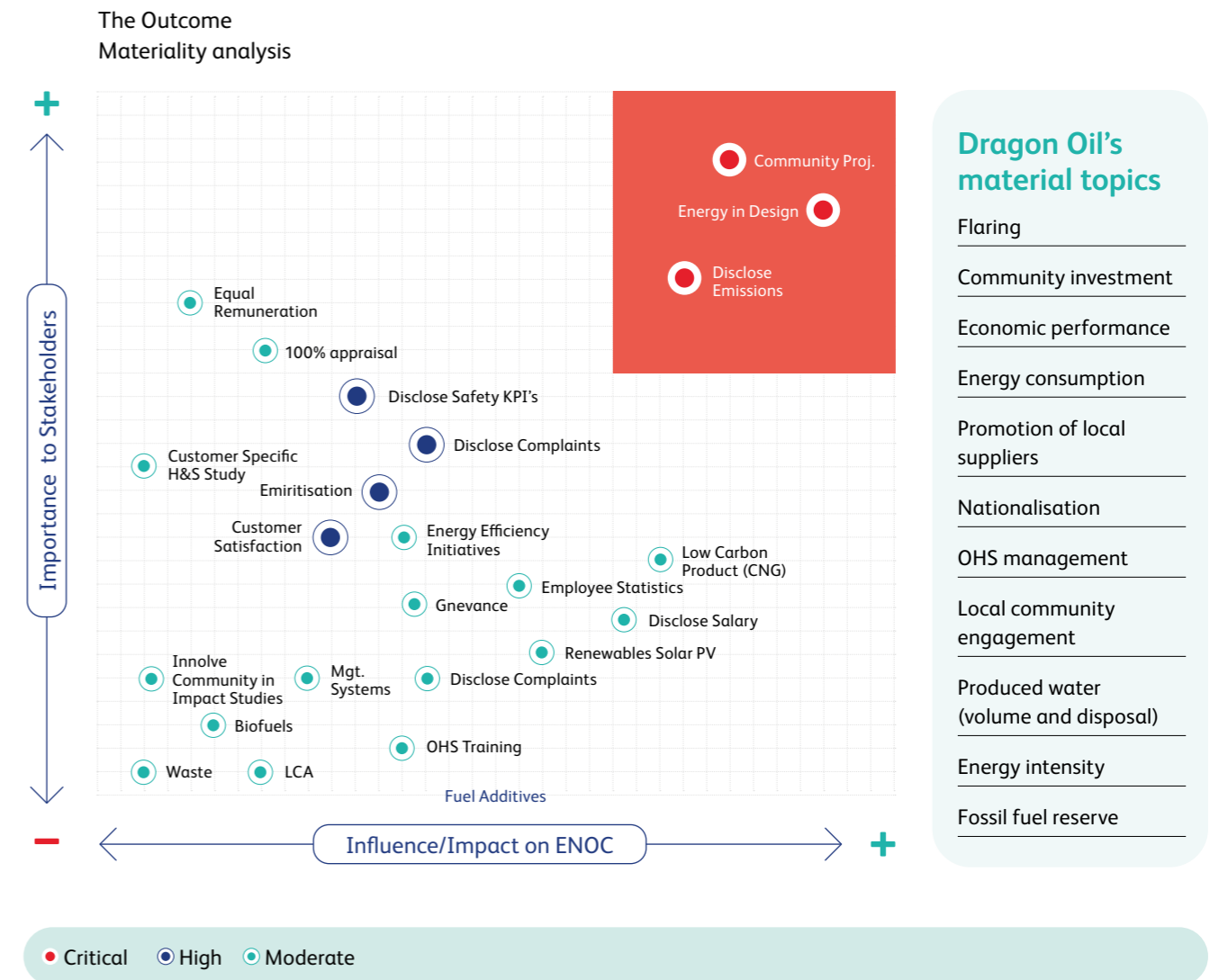
issues and examine changes. Additionally, in 2019, we carried out our initial CSR materiality assessment, which involved seeking input from both internal and external stakeholders of the Group through consultation sessions. By conducting in-depth consultations and materiality analysis, we were able to identify and prioritise certain focus areas and KPIs for our CSR programme.

In 2021, we undertook the stakeholder engagement process through virtual programmes. We plan to undertake a fresh materiality assessment in 2022, given the evolving external environment and growth in business.

## Material topics

The results of our materiality exercise are depicted in the ENOC materiality matrix.

Our stakeholders	Consultation mechanism	Key issues
<p><b>Communities</b></p> <p>We believe that the long-term success of our business is closely linked to the development of the communities we operate in. We are consistently striving towards delivering value to the local communities, strengthening our social licence to operate.</p>	<ul style="list-style-type: none"> <li>• CSR workshops</li> <li>• Community visits</li> <li>• Satisfaction surveys</li> <li>• Meetings with community representatives</li> <li>• Awareness campaigns</li> <li>• SROI studies</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of focus areas</li> <li>• Mitigation of emergencies</li> <li>• Building relationships</li> <li>• Improving living standards</li> <li>• Direction and deployment of resources</li> <li>• Awareness on social issues</li> </ul>
<p><b>Subsidiaries</b></p> <p>We are committed towards our subsidiaries as they form an important part of our operation. We believe in creating a long-term, valuable and sustainable relationship with our partners.</p>	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• JV Board meeting</li> <li>• Sustainability Report</li> <li>• One-on-one meetings</li> <li>• Grievance redressal</li> </ul>	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Annual performance, progress</li> <li>• Plans and new projects</li> <li>• Change in governance structure</li> <li>• Triple bottom-line performance</li> <li>• Addressing concerns</li> <li>• Clarity on business direction</li> <li>• Long-term business strategy</li> </ul>
<p><b>Leadership team</b></p> <p>Hailing from different backgrounds with unique perspectives, our leadership team sets the highest standards of control and governance, giving the Company direction and motivation to keep achieving newer milestones.</p>	<ul style="list-style-type: none"> <li>• Leadership Culture Survey</li> <li>• ExCOM meetings</li> <li>• Sustainability Leadership Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Triple bottom-line performance</li> <li>• Clarity on business direction</li> <li>• Long-term business strategy</li> <li>• Financial performance</li> <li>• Disclosure and transparency</li> </ul>



Stakeholder engagement and materiality assessment

Strategic stakeholder dialogue for understanding our material issues

+ 2016

- First stakeholder engagement workshop with external stakeholders

+ 2017

- External stakeholders were also invited to the Sustainability Report launch event
- Identification of Dragon Oil stakeholders: Conferences with the Dragon Oil team were reviewed to spot relevant and material issues of Dragon Oil

+ 2018

- Stakeholder engagement of upstream operations – engaging with external stakeholders of Dragon Oil through site visits in Turkmenistan and conducting employee materiality and feedback survey
- Stakeholder Identification map was finalised
- Site visits and sustainability trainings were conducted
- To confirm alignment with ENOC Sustainability Index, worker surveys were conducted
- Based on materiality, Sustainability KPIs for Dragon Oil were created

+ 2019

- CSR external stakeholder engagement to understand and create focus areas for community development
- Institutionalised sustainability team for Dragon Oil and integrated with GS Department team of ENOC
- Training modules and capacity building workshops
- Development of various sustainability manuals: Dragon Oil Green Procurement manual, Sustainability Principle manual
- Implementation of Sustainability Data Management System for Dragon Oil
- Conducted the Social Return on Investment (SROI) study for Dragon Oil project

+ 2020

- Implementation of CSR framework and SROI plan
- CSR Strategy meetings with community development partners (NGOs, schools/ institutions)
- Implementation of One ENOC, One CSR strategy
- Launch of CSR Management System Manual and SROI Manual
- Launch of CSR Award

+ 2021

- Progress measured and sustainability efforts matured
- Integration of sustainability priorities into the core business strategy
- Expanded stakeholder engagement through technology and virtual platforms
- Tangible outcomes included reduced emissions, enhanced social initiatives, and stronger governance structures
- Alignment of growth plans with a vision for a sustainable future
- Demonstrated adaptability and responsiveness to industry standards and stakeholder expectations



## Key focus areas

# Anchored to our core objectives

We are committed to driving sustainable growth for our business while balancing our economic, social, and environmental commitments. To secure this balance, we focus on five key areas: responsible business and governance, environmental stewardship, enriching human capital, safe and secure operations, and community responsibility. Our 2021 Sustainability Performance Report outlines the progress we have made in each of these areas while keeping in mind our role as a sustainability leader and our strategic prerogatives in alignment with the emerging global energy landscape.



## Responsible business and governance

As a responsible business, we are guided by a strong governance culture, clear policies, and ambitious commitments outlined in our business plan. Our Board upholds high ethical standards to support our values, and our CEO and senior leaders ensure the best practices are upheld in our everyday operations and business decisions.

[Read more on 44](#)



## Enriching human capital

Our team is the backbone of our success, and we hold our human capital in high regard. Our operations require specialised skills, and we benefit greatly from the diverse expertise and experience of our workforce. We are committed to maintaining a safe and supportive work environment that prioritises employee training and professional development.

[Read more on 106](#)



## Community responsibility

In our pursuit of a cohesive society, we take a holistic approach to engaging with local communities. ENOC's community initiatives align with national priorities such as road safety, quality education, and inclusion of marginalised communities. We address the needs of various groups in our society, including children, youth, the elderly, people with disabilities, healthcare workers, and single mothers through sponsorships, partnerships, awareness campaigns, and philanthropic giving.

[Read more on 130](#)



## Environmental stewardship

Our focus is on the responsible use of natural resources, which considers societal needs and those for economic development. We take action to identify, assess, and manage environmental risks associated with our operations and set goals to reduce emissions, conserve water, and minimise waste through recycling. We comply with environmental regulations and monitor energy and resource use regularly. In the event of a disaster affecting our operations, we have an established Environmental Emergency Response programme followed by remediation steps to minimise the impact in line with regulations.

[Read more on 76](#)



## Safe and secure operations

We encourage proactive identification and implementation of environmentally responsible practices in our Business Units (BUs) and supply chain, and categorise material environmental aspects as high risks. We mitigate these risks through specific programmes with measurable goals to ensure safe operations. Safety is a critical function at ENOC, and we involve employees in systematically evaluating and reducing risks and hazards. Our multiple defences guard against health and safety risks and promote a safety culture throughout the organisation.

[Read more on 120](#)

+ upholding industry best practices

# Responsible business and governance

+ Highlights 2021

**ISO 22301**

Certified Business Continuity Plans

**83%**

Group Customer Satisfaction rate in 2021

**AED24.90 mn**

Spent on indigenous supplier in 2021

Official Integrated Energy Partner of Expo 2020 Dubai

+ de-risking the business

As an organisation geared towards providing purposeful leadership to the sector, we are committed to building greater trust and strengthening our relationship with stakeholders at every level, be it our employees, our investors, our consumers, or our communities. We prioritise open and transparent decision-making, comply with the evolving regulations in a fast-changing business landscape and focus on creating greater value for our stakeholders through global and local partnerships and collaborations to promote sustainable business practices.

+ promoting stakeholders' best interests

+ Our contribution to UN SDGs



+ ingraining an ethical culture





Ethics and integrity

# Being value-driven and purposeful

At ENOC, a strong governance framework helps us promote our values of integrity, transparency and respect for our stakeholders, which is integral to earning long-term stakeholder trust. By laying down the ground rules for accountability, business conduct and relationships, it helps promote a composite 'One ENOC' culture.

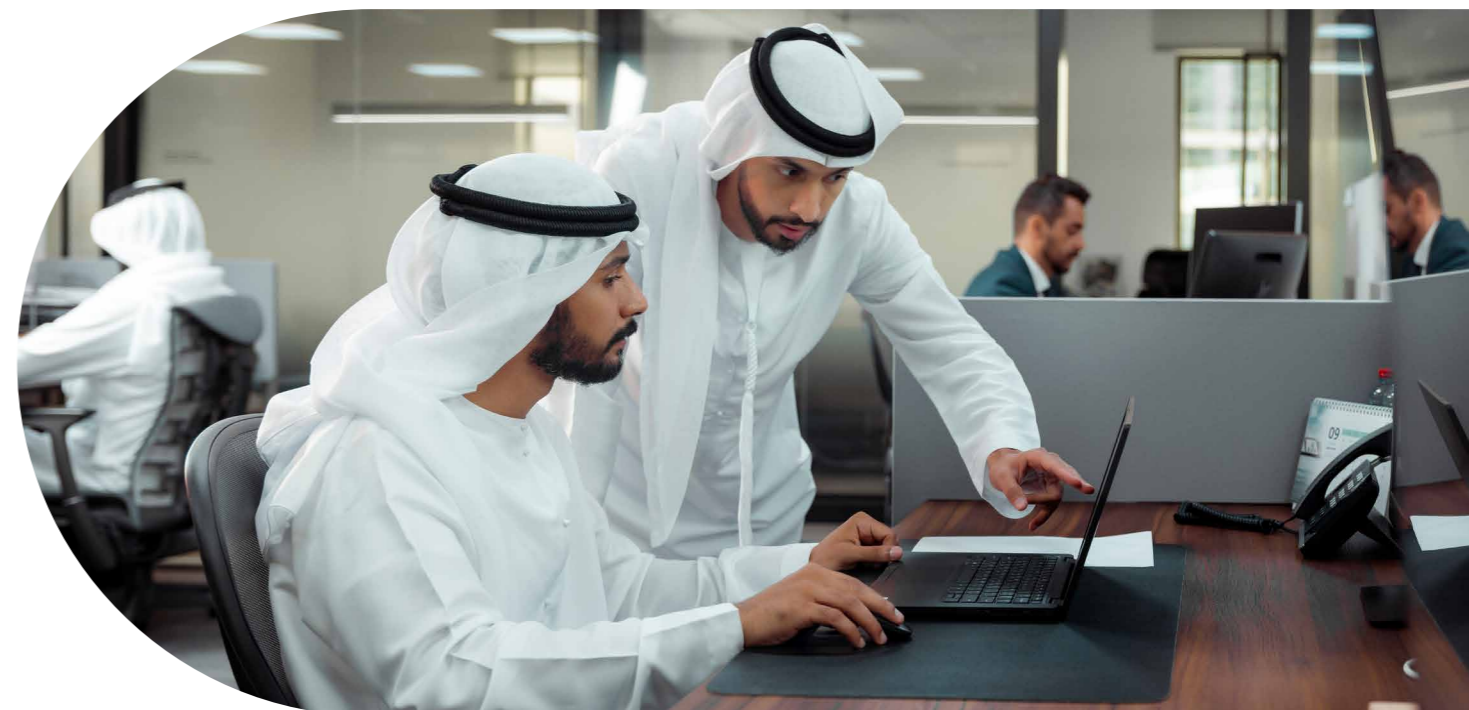
## Governance structure

The Board of Directors (The Board) is ENOC's highest governing body and oversees establishing the Group's strategic direction. It is also responsible for appointing the senior management and maintaining oversight of the Group's overall performance.

The Board is made up of seven experienced business and government leaders of the UAE. The senior management team at ENOC and independent auditors support the Board in ensuring that organisational initiatives, annual budgets,

financial plans, investments, financial performance reviews, risk management procedures, and corporate governance initiatives are properly implemented. It is also within the purview of the Board to check if the all-round performance objectives of the Group are met.

In addition to the Board, our governance structure consists of five corporate committees reporting to the Group CEO, and three independent committees reporting directly to the Board.



## Key ENOC policies

### Anti-Fraud Policy and Framework

The policy extends to fraud committed by employees, consultants, vendors, suppliers, and contractors of ENOC and its wholly-owned subsidiaries. The policy supports the development of controls development for fraud detection and prevention while offering reporting and investigation guidelines for fraud and misconduct.

### Whistleblowing Policy

This policy empowers employees to report misconduct through ENOC Ethics Hotline tools without fearing retaliation, and it outlines the case handling process.

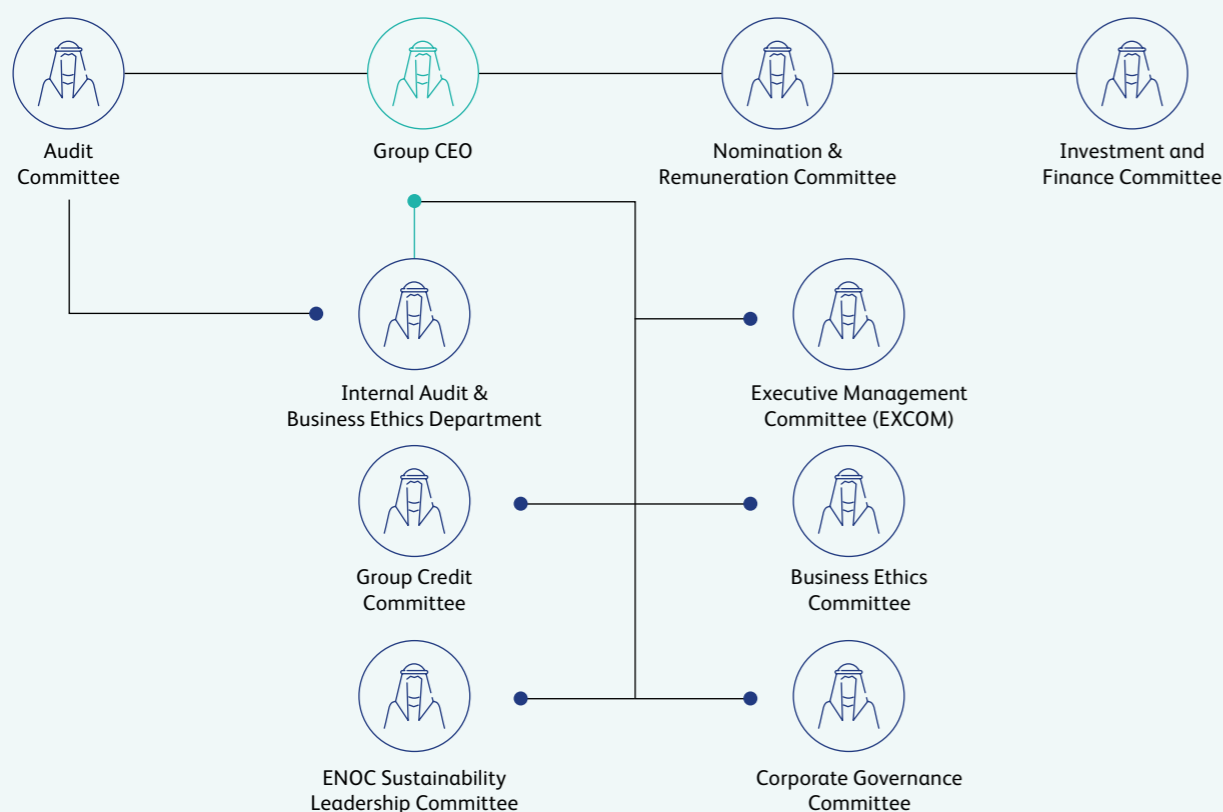
### Conflict of Interest Policy

The policy outlines fundamental principles for ENOC employees regarding conflict-of-interest and disclosure requirements.

### Gifts and Entertainment Policy

The policy provides guidance on accepting or giving gifts and entertainment to/from external parties and public officials.

### ENOC Board



## Code of business conduct

The Code is an ethical framework that defines basic ethical standards, principles and behaviours that we expect our employees to consider and adhere to in performing their work duties inside and outside the organisation. It also outlines our organisational values in detail. ENOC employees are expected to inform their line manager or the BE&C function if non-compliance with the Code is observed or suspected. Non-compliance or violation of the Code may result in disciplinary actions, including termination.

The Code serves as a primary point of reference for decision-making and promotes transparency, consistency, and impartiality in the Group's operations, and is inspired by our 'One ENOC' culture. We communicate and regularly emphasise to our employees the significance of these tenets through e-newsletters, emails, press releases, posters, e-learning modules, and awareness sessions. The Code applies to all our employees, including those in wholly owned subsidiaries and joint ventures where the Code has been implemented.

### Business Ethics and Compliance

ENOC's Business Ethics & Compliance function (BE&C) was established to provide permanence to the Code and reinforce it in business practices. The function is headed by the Chief Ethics & Compliance Officer and is supported by an independent Business Ethics Committee (BEC). BE&C reports to ENOC's Audit Committee and administratively to the Group CEO.

Through review and implementation of BE&C policies and procedures, the committee ensures an ethical business environment is maintained. BE&C policies are regularly reviewed and new programmes initiated to promote dialogue concerning ethics and compliance, and generate greater awareness on these issues.

The ENOC Board Audit Committee appoints the BEC Committee members. No changes were made to the BEC Committee structure in 2021.

### Awareness on business ethics

To emphasise the importance of ethics in the workplace, as well as to regularly reinforce it as part of the overall organisational culture, we organise training and awareness sessions annually, involving all BUs. Training is conducted through a series of e-learning modules, some of which are mandatory and some are voluntary.

### Employee training on policies

#### Mandatory

Videos and e-learning courses on Code of Business Conduct and Conflict of Interest policy to raise awareness.

#### Voluntary

Training on fraud awareness, data privacy, information management, anti-bribery, corruption and how to conduct an effective investigation.



### Business Ethics and Compliance Recognition

**13** Employees recognised by Group CEO for their contribution to the BE&C programme between 2018-21

**13** Employees from ENOC JVs and wholly owned subsidiaries recognised as BE&C during 2018-21

### + Case study



### Ingraining an ethical culture

We organise the Business Ethics and Compliance Recognition Ceremony, through which we honour employees who consistently uphold ethical practices at work, fulfilling the Group's vision of ethical business. We also observe the ENOC Ethics Week to raise awareness on our Code of Business Conduct. In 2021, through a series of podcasts, competitive events and webinars, we undertook unique efforts to continually uphold our commitment to the highest ethical standards in the industry.

### ENOC 2021 Ethics Celebration Podcast Series

During the reporting period, we conducted a special series of three podcasts moderated by the Pearl Initiative. Through these podcasts, key members of the Business Ethics Committee shared their insights on ENOC's BE&C programme.

In the first episode, the ENOC Group CEO and member of BEC discussed the building blocks for an ethical culture, the elements of a strong ethics and compliance programme, and employees' responsibilities in maintaining an ethical environment.

The second episode featured the ENOC Group CFO discussing the Committee-level decision-making process and approval of corrective measures.

In the third episode, the ENOC Group General Counsel and Company Secretary shared his thoughts on the drive behind ethical behaviour, the confidentiality of ENOC's Hotline reporting tools and why it is important to speak up to prevent unethical behaviour.

### Ethics competition

A live fraud case study was undertaken, where employees played the role of investigators to delve into the case and identify the fraudster. As many as 47 employees participated in the event, and winners were chosen based on their analytical skills.

### Leading ethically during COVID-19

A webinar was organised to discuss how business ethics can ensure smooth business operations during emergency conditions such as the health crisis caused by COVID-19. The webinar also discussed the importance of ethical leadership and the future trends in adapting ethics and compliance programmes. The webinar was attended by 122 employees across the Group.

### ENOC 2021 Ethics Celebration Podcast Series - Q&A with Group CEO (Episode 1)



**H.E. Saif Humaid Al Falasi**  
Chief Executive Officer, ENOC Group

**Do you think compliance with ENOC Code of Business Conduct, and its policies is enough to be an ethical employee?**



### Revisiting and energising the Code

The ENOC Code of Business Conduct (COBC), revised in December 2020 is an integral part of ENOC's corporate governance framework and efforts towards ethical business practices. In 2021, along with the awareness communications and training sessions on the revised COBC carried out by the Business Ethics & Compliance function (BE&C), some new sections were added to the Code. There were the following:

#### New sections of the COBC

- Code application – Compliance with the COBC is extended to while performing duties/responsibilities within or outside our Group's premises
- Misconduct reporting – This section was added to provide employees with reporting guidelines under 'Ethical Violations Reporting Guidelines'
- Ethical Violations Reporting Guidelines



### Vigil mechanism for reporting

We believe it is crucial to protect the whistle-blower's confidentiality and safety, along with maintaining transparency within the Group and raising concerns in the event of violations of the Code. Our vigil mechanism ensures accessibility and anonymity of the information source while making it easy to report breaches.

For reporting ethical issues, we have established an ethics hotline. This is a multilingual platform and may be accessed online and on the phone. To ensure independence and secrecy, the hotline is managed by an external service provider, which engages experienced consultants with relevant training to gather relevant information and respond appropriately to sensitive disclosures. The reporting option is also available to ENOC suppliers and vendors who can report violations of the ENOC Third Party Code of Conduct.



#### ENOC Ethics Hotline

**United Arab Emirates**  
800 ENOC ETHIC  
(800 3662 38442)

**Singapore**  
1800 ENOC CBC  
(1800 3662 222)

**Turkmenistan**  
+993 654 0 999 2

**Worldwide**  
+971 43 782 024 ENOC

**ENOC Ethics Hotline  
Online Reporting Tool**  
[enoc.speakup.ae](http://enoc.speakup.ae)

### Protection of human rights

We are committed to upholding the fundamental rights of all individuals across all our operations. We also actively assist our employees and suppliers in understanding and upholding this commitment. We keep improving our human rights management systems and procedures by benchmarking our performance with that of international peers and with global best practices.

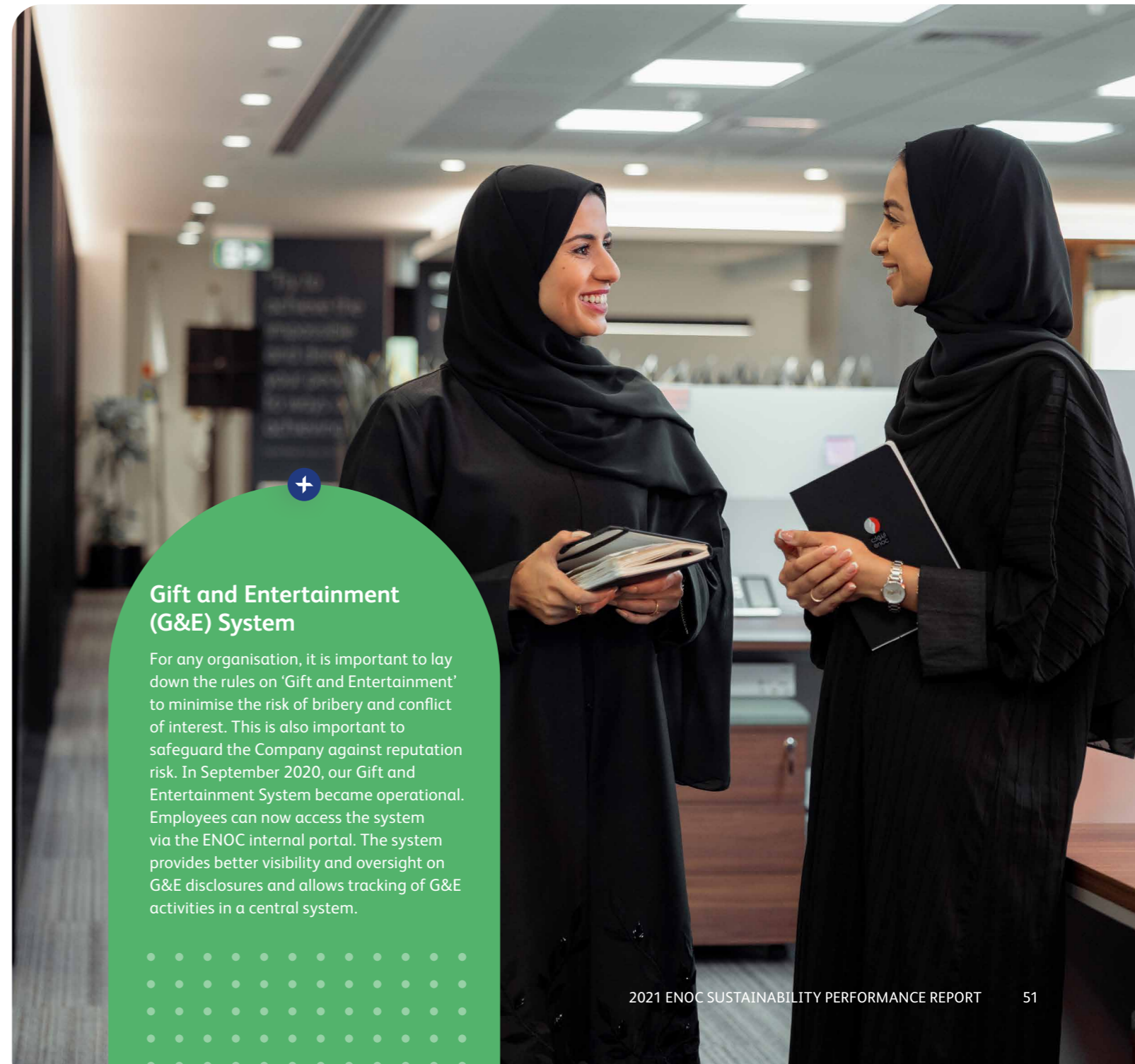
To register as an ENOC Supplier in ENOC Ariba, suppliers must confirm their compliance with the Third-Party Code of Conduct (Code). If the supplier is a direct supplier, the signed

acknowledgement of the Code is obtained during the contract-signing phase. The Code prohibits the use of child and forced labour, and third-party suppliers are required to comply with the relevant laws and regulations related to anti-human trafficking and slavery.

**Child labour and forced labour are prohibited under our Third Party Code of Conduct across our supplier chain.**

### Gift and Entertainment (G&E) System

For any organisation, it is important to lay down the rules on 'Gift and Entertainment' to minimise the risk of bribery and conflict of interest. This is also important to safeguard the Company against reputation risk. In September 2020, our Gift and Entertainment System became operational. Employees can now access the system via the ENOC internal portal. The system provides better visibility and oversight on G&E disclosures and allows tracking of G&E activities in a central system.



# Mitigating crisis, spearheading solutions

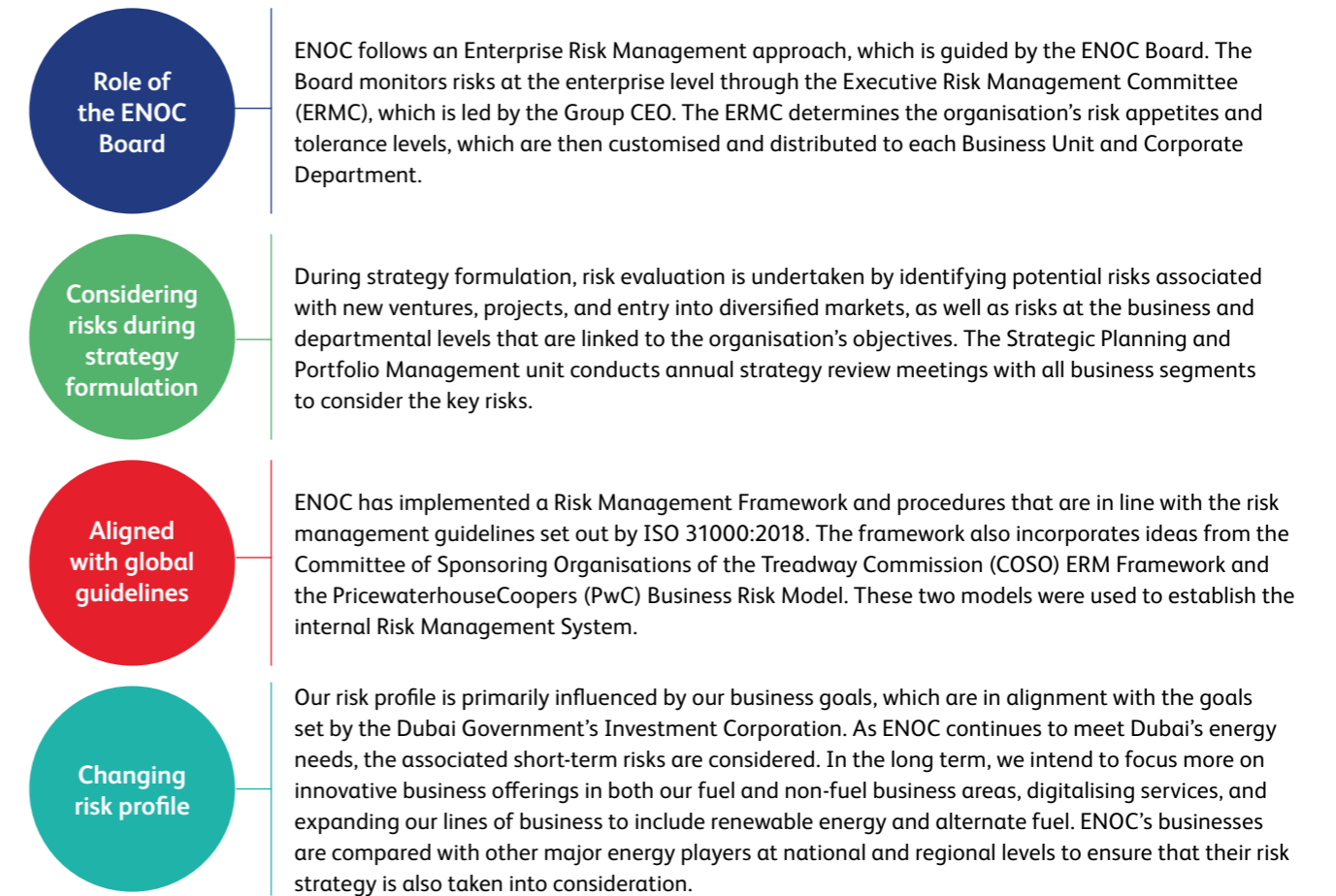
Preserving ENOC's financial viability and safeguarding its capacity to grow in a volatile business environment is of paramount importance to us. We have a robust risk management framework that helps identify critical risks facing the organisation and take timely interventions to mitigate them.

Emerging risks to the business are primarily tracked by monitoring geopolitical and socio-economic developments with probable global, regional and national impact. We constantly assess if these risks can potentially impact our enterprise-level objectives. We track emerging issues in coordination with our network of Risk Management

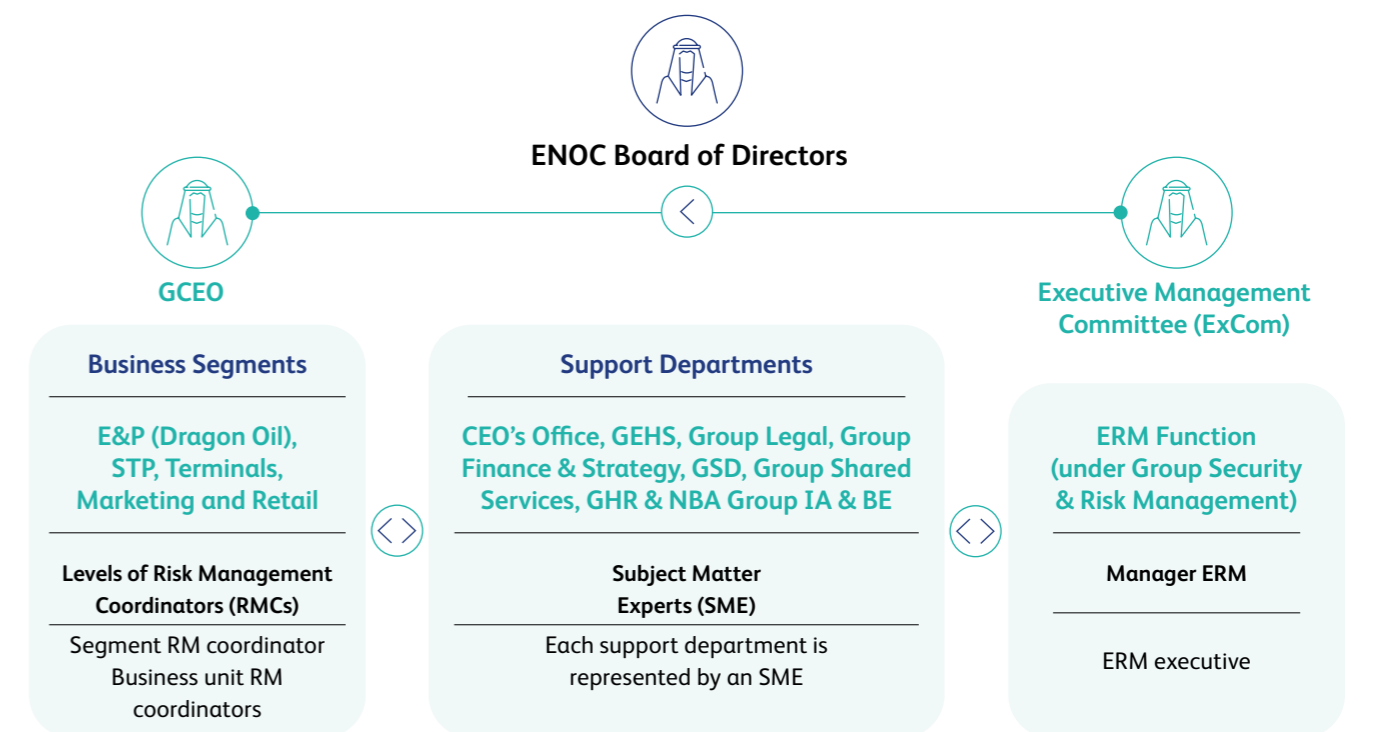
Coordinators and Subject Matter Experts (SME). They provide information on external and internal factors that impact the risks and opportunities for individual units and departments. This is how we collectively identify, assess, and, if deemed necessary, appropriately capture, evaluate, mitigate, and monitor impending risks.



## Risk management framework



## Enterprise risk management structure





### Top enterprise risks

The Executive Risk Management unit has facilitated a review of around 838 risks across 65 risk registers (as of the end of Q3 2021). We have broadly categorised these risks as Strategic, Financial, Operational and Compliance. A summary of the key enterprise-level risks is compiled together by the Crisis Management and Resiliency (CM&R) unit for the Executive Risk Management Committee.

### ENOC Group – Top Enterprise Level Risks – 2021\*

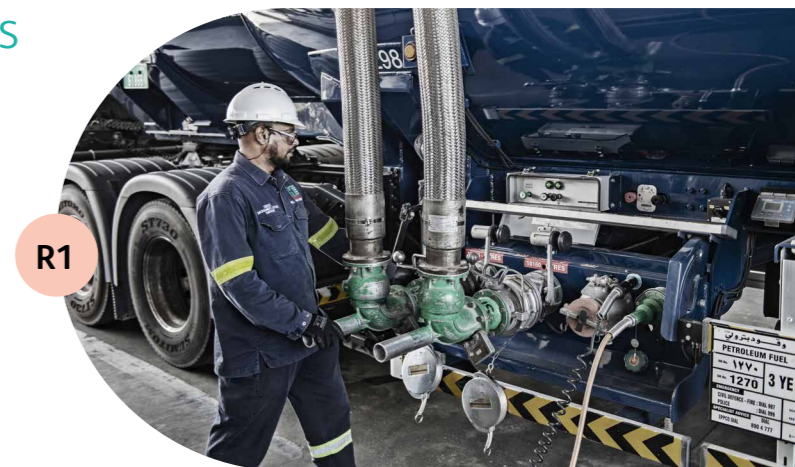
Risks	2021	2020	2019
Business Interruption Risk	↑ 1	↑ 3	4
Pandemic COVID-19	↓ 2	↑ 1	Q4-E
HSE Risk	↓ 3	↔ 5	5
Human Resources Risk	↓ 4	↔ 2	2
Regulatory Non Compliance	↑ 5	↓ 6	3
Industry Risk	↑ 6	↓ 7	6
Cyber Risk	↓ 7	↑ 4	7
Infrastructure Risk	↔ 8	↔ 8	8
Efficiency Risk	↔ 9	↔ 9	9
Policy & Procedure Non Compliance	↔ 10	↔ 10	10

The risk number provided in each box is the ranking of that risk for that particular reporting timeline.  
 ↑ Risk ranking has increased (deteriorated/become more critical) compared to the previous reporting on a relative basis to other top risks.  
 ↓ Risk ranking has decreased (improved/become less critical) compared to the previous reporting on a relative basis to other top risks.  
 ↔ Risk ranking has remained the same on a relative basis to other top risks.  
 Q4-E – Emerging Risk  
 \* Residual Assessment

## Risks and mitigation measures

### Business interruption risks – supply chain disruptions

The ENOC Business Continuity Management (BCM) section, along with ERM, has facilitated the development of business continuity plans for all units and departments within our organisation, and these have been certified under ISO 22301 since 2018. Pandemic-related elements were captured in 2020, and we also adhere to an annual review process of the BCM documentation. Testing and exercising of these plans in 2022 will provide assurances on alternative measures and controls established by units to mitigate business interruption risk.



Risks	Existing controls and future actions plan
<b>ST&amp;P segment</b>	
<b>ESTC &amp; ESPL</b>	<b>ESTC &amp; EPCL</b>
<ul style="list-style-type: none"> <li>Disruptive events/situations, such as issues arising pertaining to products - shipped and handled</li> </ul>	<ul style="list-style-type: none"> <li>Defined backup practices with alternate sources, and policies and procedures</li> </ul>
<b>EPCL</b>	<b>EPCL</b>
<ul style="list-style-type: none"> <li>Non-availability of economical feedstock for refinery</li> </ul>	<ul style="list-style-type: none"> <li>Arrangement with multiple suppliers and process coordination meetings</li> </ul>
	<b>DUGAS</b>
	<ul style="list-style-type: none"> <li>Maintenance programme for tank and jetty</li> <li>Tie-up with ENOC on other berths</li> </ul>
<b>Terminal segment</b>	
<ul style="list-style-type: none"> <li>Single points of failure (SPOF)</li> <li>Inadequate mutual aid mechanism in terms of addressing issues with allocation of resources and back-up facilities (JAFZA)</li> <li>Risks associated with tank storage areas, administration building and general facility</li> <li>Stoppages in operations due to bad weather, sabotage, security issues like terrorist attacks</li> </ul>	<ul style="list-style-type: none"> <li>Back-up systems in place such as diesel generators, UPS battery systems</li> <li>Terminal contracts and insurance covers force majeure and this level of business interruptions</li> <li>Discussions with neighbouring companies and ENOC affiliates located in JAFZA</li> <li>Terminal security and surveillance systems for early warning/detection</li> </ul>
<b>CIS segment</b>	
<ul style="list-style-type: none"> <li>Product and service failure risk across all CIS segment business units</li> <li>New government regulations that could lead to business interruptions</li> <li>Loss of offtake due to change in demand</li> <li>Interruptions due to capacity curtailment, and stock-outs</li> </ul>	<ul style="list-style-type: none"> <li>Established procedures and compliance</li> <li>Liaison with regulatory bodies to be prepared for changes and amendments</li> <li>Efforts to consolidate market position in international markets; looking out for further global expansion</li> <li>Hospitality arrangements and alternate product supply strategies</li> <li>Increase in plant capacities</li> </ul>
<b>Retail segment</b>	
<ul style="list-style-type: none"> <li>Risk of site dry outs for extended periods of time as a result of supply disruptions from EIL, leading to inability to undertake forecourt operations, business continuity issues, loss of profitability and adverse reputation</li> </ul>	<ul style="list-style-type: none"> <li>Alternate supply route established from Fujairah terminals</li> <li>Critical retail sites identified for business continuity</li> <li>Liaison with regulatory bodies to be prepared for changes and amendments</li> <li>Alternate product supply strategies in place</li> </ul>

Health and safety risks

HSE risk continues to factor in the impact of the COVID-19 pandemic other than various inherent operational considerations across segments.

R2



Pandemic risks

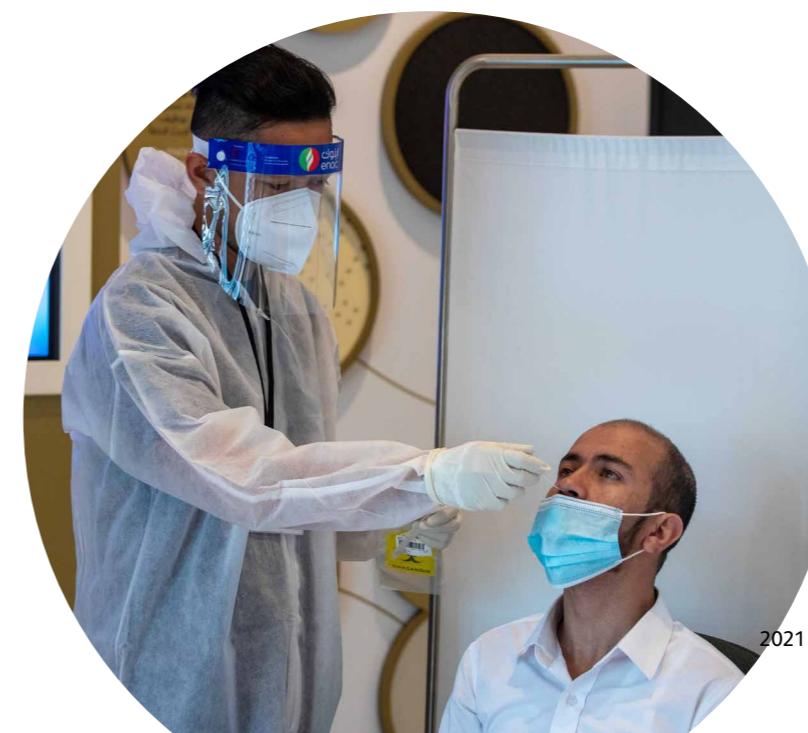
COVID-19 had a significant impact on all our business operations. Taking that into consideration, the associated internal risk assessment and mitigation actions had to be dynamic, considering the assessment of the situation by the health authorities.

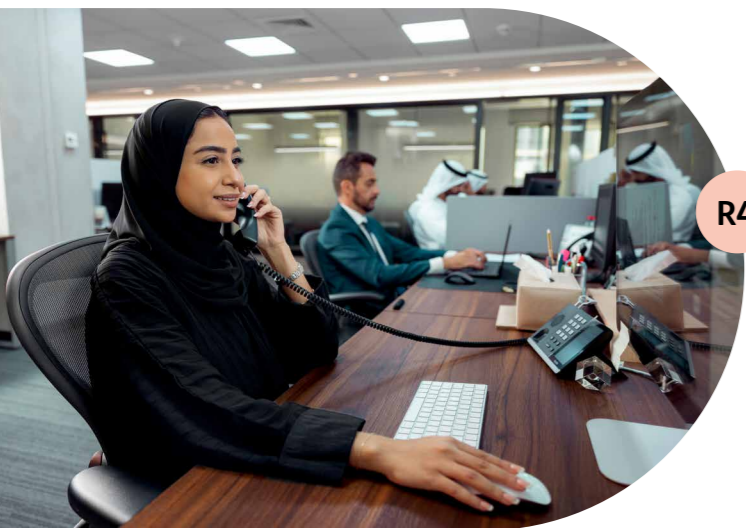
R3



Risks	Existing controls and future actions plan
<b>ST&amp;P segment</b>	
<ul style="list-style-type: none"> <li>Safety and environmental hazards in the refinery, plant and inventory storage locations, leading to loss of man-hours, facility shutdown and adverse impact on reputation</li> </ul>	<p><b>EPCL</b></p> <ul style="list-style-type: none"> <li>Annual EHS Management programme and inspections with JAFZA authorities</li> <li>Ongoing trainings for EPCL staff on HSE aspects</li> </ul> <p><b>DUGAS</b></p> <ul style="list-style-type: none"> <li>Necessary procedures are in place</li> <li>Daily EHS inspection</li> <li>All incidents and near misses are reported</li> </ul>
<b>Terminal segment</b>	
<ul style="list-style-type: none"> <li>Health &amp; Safety issues across all terminal entities that could potentially lead to liabilities and loss of business and reputation</li> <li>Unsafe facilities and product handling related hazards could result in incidents</li> </ul>	<ul style="list-style-type: none"> <li>Numerous HSE controls in place – procedures, personnel training, safety management systems, auditing, and compliance</li> <li>Constant risk that requires continual monitoring, vigilance and attention by the organisation to remain in control</li> </ul>
<b>CIS segment</b>	
<ul style="list-style-type: none"> <li>In general, HSE risk is identified as a 'Moderate' to 'High' risk from a segment perspective</li> <li>HSE risks at <b>ELOMP</b> – fire incident that could lead to injury, property damage, etc.</li> <li>Unsafe practices, inappropriate operational controls</li> </ul>	<ul style="list-style-type: none"> <li>Excellent EHS controls in place across all business units within CIS Segment, which ensures no incidents</li> </ul>
<b>Retail segment</b>	
<ul style="list-style-type: none"> <li>Forecourt operations-related HSE risks to customers, staff, suppliers and contractors from operational activities and exposure to heat and VOC, among others</li> <li>Tasjeel – Non-adherence to safety standards while testing vehicles; loss of business and reputation due to mishaps</li> <li>F&amp;B/Franchise – Risks associated with F&amp;B items, which contravene health norms and lead to reputation issues</li> </ul>	<ul style="list-style-type: none"> <li>Established policies and procedures in place</li> <li>All associated risks from site operations and activities have been identified in the risk register</li> <li>Effective monitoring and controlling through KPIs</li> <li>Strict procedures followed on safety in F&amp;B and franchise activities</li> <li>Tasjeel – Good HSE controls in place, and no related instances in the past</li> </ul>

Risks	Existing controls and future actions plan
<b>ENOC Group level</b>	
<p>Basis these external assessments, the areas within ENOC that have been considered for associated risk assessments are:</p> <ul style="list-style-type: none"> <li>Health of staff and other stakeholders, such as visitors</li> <li>Containment measures</li> <li>Staffing levels</li> <li>Continuity of operations</li> <li>Upkeep of facilities and premises</li> </ul>	<p>Occupational Health and Service Centre (OHSC) continues to closely coordinate with the Ministry of Health and Prevention (MoHAP) and Dubai Health Authority (DHA) to direct necessary actions across ENOC with assistance from the above departments and business management. These controls include:</p> <ul style="list-style-type: none"> <li>Testing of staff</li> <li>Treatment of staff</li> <li>Providing protective gear, such as sanitisers and masks</li> <li>Sanitisation of facilities</li> <li>Quarantine and isolation</li> <li>Social distancing</li> <li>Work-from-home policy (if and when applicable)</li> <li>Regular communication</li> <li>Travel advice and guidelines</li> <li>Sustainability of business operations</li> </ul> <p>Since the beginning of 2022, restrictions on COVID-19 have significantly eased with an overall improvement in the scenario. All our business units and departments are taking precautions as per the latest internal guidelines issued.</p>





R4

### Human resources risk

We consider the impact of COVID-19 in assessing human resources (HR) risk across the organisation. Business units and departments have factored absence and alternative arrangements of the workforce for critical operations within the Business Continuity Plans.



R5

### Industry risk

COVID-19 impacted all our business segments, especially the aviation sector. We took adequate measures to ensure business continuity and retention of the customer base. Post relaxation of the norms, the gradual return of the industry to normal business conditions was witnessed.

Risks	Existing controls and future actions plan
<b>ST&amp;P segment</b>	
<ul style="list-style-type: none"> <li>Inability to retain skilled employees across the ST&amp;P segment business units</li> </ul>	<ul style="list-style-type: none"> <li>Employee-centric processes to ensure lower attrition rates</li> <li>Efforts to identify and work on the findings of employee engagement surveys</li> <li>Pay packages benchmarked to the local market</li> <li>Dedicated hotline for addressing employee concerns</li> </ul>
<b>Terminal segment</b>	
<ul style="list-style-type: none"> <li>Risks associated with the attraction and retention of competent employees across all terminal entities</li> <li>Region-specific HR-related issues to be addressed – Horizon Djibouti Terminals Limited or HDTL (risk of key members of maintenance team leaving, strikes), ATT, Horizon Tangier Terminals SA (HTTSA)</li> </ul>	<ul style="list-style-type: none"> <li>Attracting and retaining workforce via coordination with Group HR</li> <li>Good internal training programmes in place</li> <li>Operations competency</li> <li>Assurance programme implemented across the segment</li> <li>Entity-specific HR-related risks being addressed</li> </ul>
<b>CIS segment</b>	
<ul style="list-style-type: none"> <li>Lack of qualified staff to support business expansion in foreign countries</li> <li>Inefficiencies in carrying out day-to-day operations</li> </ul>	<ul style="list-style-type: none"> <li>Staff attraction and retention</li> <li>Ensuring competencies by involving distributor management within the business model</li> <li>Risk addressed in close liaison with Group HR</li> </ul>
<b>Retail segment</b>	
<ul style="list-style-type: none"> <li>Employee turnover is an area of concern for retail operations and difficulties are faced in recruiting new staff from certain countries due to regulatory restrictions</li> </ul>	<ul style="list-style-type: none"> <li>Retail HR support in overcoming this inherent risk to some extent</li> <li>Effective staff retention programmes and dedicated training centres</li> <li>Social activities and appreciation programmes</li> </ul>

Risks	Existing controls and future actions plan
<b>ST&amp;P segment</b>	
<ul style="list-style-type: none"> <li>Adverse pandemic impact on various industries driven by energy requirements also resulted in a reduction of product demand and in turn, reduced volumes and profitability</li> <li>Demand for finished products across industries suffered, and oil prices were at the lowest level</li> </ul>	<ul style="list-style-type: none"> <li>There has been a marginal recovery in industrial activities post relaxation of pandemic restrictions</li> <li>Demand for finished fuel products has seen an increase</li> <li>Volumes and profitability are gradually reaching pre-pandemic levels with an increase in oil prices</li> </ul>
<b>Terminal segment</b>	
<ul style="list-style-type: none"> <li>Business largely depends on the demand and supply of stored products internationally</li> <li>Local units have an internal captive base, with the Group companies having reserved the storage for system business requirements</li> </ul>	<ul style="list-style-type: none"> <li>Terminals segment caters to the Group business requirements locally, therefore securing interest from external interested parties is not possible</li> <li>The Commercial Team monitors storage demand trends and tankage, and is committed in the most effective and profitable manner to the business segments and the Group</li> </ul>
<b>CIS segment</b>	
<ul style="list-style-type: none"> <li>Extended impact of COVID-19 on existing businesses has, in turn, had an impact on demand for various products associated with aviation operations, gas marketing, distribution of industrial products and lubes, among others</li> <li>Customer base has reduced</li> </ul>	<ul style="list-style-type: none"> <li>With a relaxation of restrictions associated with COVID-19, the demand for various CIS segment-related products is gradually reaching pre-pandemic levels</li> <li>Competition and the resultant pricing of products are other factors impacting retention of reduced customer base and profitability</li> </ul>
<b>Retail segment</b>	
<ul style="list-style-type: none"> <li>Inherently low, but there is a perceived risk of gradual reduction in demand for gasoline at retail stations due to the introduction of EVs and alternate sources of energy</li> <li>We would need to redesign our retail outlets to cater to the change in business model</li> <li>Other ancillary lines of business at retail sites would also need to be aligned</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of market trends by retail management in coordination with ENOC's Strategy Team to ensure that appropriate actions are taken whilst keeping an eye on shifts in demand pattern</li> <li>Keeping a check on the regulatory developments that may call for introduction of alternate sources of energy to align ENOC's business model to the ESG vision of the country</li> </ul>

For our TCFD aligned climate-related disclosures, please refer on 81

# Leading the dialogue and driving action

## Collaborating for greater impact



### Co-creating a once-in-a-lifetime experience

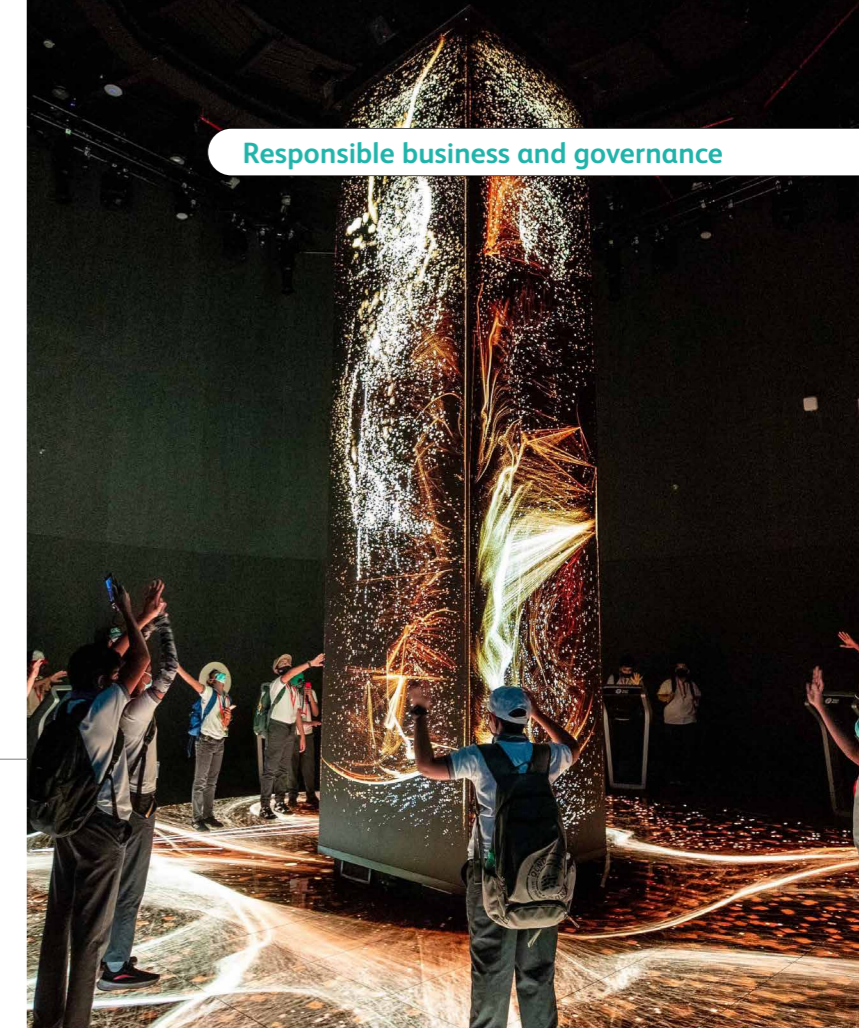
ENOC was the Official Integrated Energy Partner of Expo 2020 Dubai, hosted in the UAE between October 2021 and March 2022, the first time a World Expo was held in the Middle East. Expo 2020 Dubai showcased to the world the UAE's progress, prosperity and what the nation has accomplished to become a leading global development model that is exceeding expectations on many fronts.

With 'Connecting Minds, Creating the Future' as its theme, and focus on Opportunity, Mobility, and Sustainability, the Expo attracted representation from various parts of the world and served as a hub to connect some of the brightest minds in innovation, art and business to co-create new and innovative ventures of the future. The event presented a unique opportunity for us to represent the energy industry and our country on the global stage, and contribute to the ongoing dialogue on energy transition and emerging clean energy solutions.

### Here is how we contributed to the event

- + We created a state-of-the-art pavilion, inviting visitors to an immersive, multi-sensory journey to experience energy like never before
- + The **ENOC Pavilion** was built using 700 tonnes of steel to minimise waste and environmental impact and allow for further reuse of the pavilion buildings post-Expo
- + 'The Hive' in the pavilion was a dedicated space where stakeholders could engage in exploring answers to many of the energy industry's unanswered questions
- + Our **Service Station of the Future** served the entire Expo 2020 fleet ahead of and during the six months of the event, and subsequently served members of the public at District 2020; we were also the official ticket reseller of this global spectacle through our ZOOM network
- + We won more than 10 awards for our Service Station of the Future in 2021, with the build and technology-enabled service offerings at the station showcasing our commitment to sustainability, innovation and design
- + In order to meet the needs of Expo 2020 Dubai's visitors, ZOOM announced the opening of 10 stores in the Expo 2020 premises to offer fresh and packaged food and beverages products, other consumer essentials and Expo-branded souvenirs to the millions of visitors
- + ENOC Link served businesses and other customers through its efficient digital service to provide reliable, safe and convenient access to fuel whenever they needed it
- + We hosted nearly a thousand students from 49 schools in the UAE throughout the Expo, to help educate the next generation about future opportunities and challenges

Our strategic partnerships are more than just alliances; they are the pillars upon which we build a future that is energy-secure, environmentally responsible, and economically viable. By joining forces with multiple local and global organisations, we ensure that our journey towards sustainability remains both ambitious and grounded in the shared vision of our partners, reflecting the UAE's proactive role in global environmental and energy leadership.



60

International delegations visited the ENOC pavilion

10+

Awards won by ENOC for Service Station of the Future in 2021

1<sup>st</sup>

LEED Platinum-certified service station in the world – Service Station of the Future – designed after a Ghaf tree

1 million litres

Of fuel provided to businesses at Expo 2020 by ENOC through eLink, its mobile fuel delivery service

### Reinforcing commitment to emiratization at Expo 2020 Dubai

To support Emiratization, we offered job opportunities for various specialisations, including engineering, sales, marketing, business development, legal, IT, and cybersecurity at Expo 2020 Dubai. These career opportunities were unveiled at the Ru'ya - Careers UAE Redefined 2021 event, which aimed to connect Emirati job seekers with potential employers. We are dedicated to fostering an environment where young Emirati talent can contribute to the country's development.







The Oil Companies International Maritime Forum (OCIMF) is a global organisation well-known for its expertise in the safe and environmentally conscious transport and management of hydrocarbons in ships and terminals. We have been an active member since 2007 and we serve on the Executive Committee of OCIMF as well as several of the major and functional committees that oversee the forum's operations.

We helped draft OCIMF's statement on its ambitions and action plan on the marine environment. As part of the

project team, we helped conduct a member survey to identify measures to be taken to achieve environmental ambitions in the short (2020s), medium (2030s), and the long term (2040s).

We have assisted the OCIMF in developing best practices for critical areas of safety, health, security and environment; promote best practices and regulatory compliance through engagement with governments and the industry; and develop inspection and self-assessment programmes to promote best practices and regulatory compliance.

ENOC's representation on various OCIMF committees in 2021, and their outcome:

ENOC representatives

**Dr. Waddah Ghanem**  
Senior Director – Logistics & Marine Assurance  
Executive Committee

The Executive Committee (ExCom) is the senior policymaking committee of OCIMF and works with both governments and industry to develop best practices in the areas of environment, health and safety and maritime security.

**Raj Shetty**  
Senior Manager – Inspection and Industry Engagement  
Publications and Advocacy Committee – Tankers, Barges and Terminal Interfaces

This Committee provided leadership and oversight in the delivery of best practice publications and regulatory advocacy focused on preventing harm to people and the environment caused by the transport of crude oil, oil products, petrochemicals, and gas by vessel, as well as their interface with terminals, both inshore and onshore.

**Angelo Barreto**  
Manager – Sire Inspection Programmes Committee  
The Programmes Committee helped in developing, operating, and maintaining inspection and management self-assessment programmes to promote best practices and ensure regulatory compliance. Additionally, the Committee offered expertise in IT and cyber risk management to support the OCIMF.

**Ahmad Al Mutawa**  
Senior Legal Counsel  
Legal Committee

The Legal Committee provided its expertise and advice on legal matters within the scope of OCIMF. It was primarily focused on the prevention and mitigation of legal and compliance risks to the Forum.

**Ali Almheiri**  
Senior Officer – Sire Inspection Human Factors Committee

The Human Factors Committee provided its expertise on issues related to people and stayed focused on preventing harm to people and the environment by developing and implementing the 'OCIMF human factors approach'.

**Saif Alhammadi**  
Senior Officer – Marine Assurance Environment Committee

The Environment Committee will provide subject matter expertise in environment to the Forum. It will focus primarily on preventing harm to people and the environment by developing and implementing the "OCIMF plan on environment".

**Fahad Alsalami**  
Manager – Marine Assurance Inspection Processes Expert Group

The group advised on inspection processes for tankers, offshore vessels and barges. It focused on inspection questionnaires, programme databases, Management Self-Assessment (MSA) databases, data quality and analysis.

**Evgeniy Vlasenko**  
Senior Officer – Sire Inspection Programmes Governance Expert Group

This expert group focused on inspector sponsorship, training, assessment and accreditation, programme policies, procedures, guidance, quality management system, audits, assessments, appeals and disciplinary matters.

**Ahmed Buslib**  
Senior Officer – Marine Assurance Ship-to-Shore Interfaces Expert Group

This group advised on ship-to-shore interfaces. It focused on the prevention of harm to people and the environment caused by the operation of tankers within port areas and at terminals.



Our association with the International Petroleum Industry Environmental Conservation Association (IPIECA), a prominent global oil and gas industry network for environmental and social issues has been of great strategic value. It has firmed our commitment to integrate environmental conservation into our operation. Through IPIECA, we have actively influenced the evolution of international regulatory frameworks, including MARPOL — the International Convention for the Prevention of Pollution from Ships. This engagement has not only helped us exceed compliance but also drive the dialogue for cleaner seas and pollution control, resonating with the UAE's maritime conservation goals.



Our collaboration with the Energy Institute has helped us improve our HSE practices and adopt global standards and practices for our workforce. Together with the Institute, we have tried to forge greater collaboration among the academia, industry and regulators so that the region can focus on HSE challenges and opportunities facing the energy sector in the region and adopt international best practices to improve HSE performance across organisations. We are leading the local chapter of the Energy Institute and the Institute's resources have been invaluable in fortifying our commitment to operational excellence, safety, and innovation, reinforcing the UAE's position as a progressive energy hub.



The Arab world today has emerged at the centre of global activities that aim to enhance climate action and achieve global targets. Established in 2016, the WGE0 has become a critical component in these developments. Under the patronage of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, the 8th World Green Economy Summit (WGES) is supposed to be held in Dubai in September 2022, with the Dubai Electricity and Water Authority (DEWA), the WGE0 and the Dubai Supreme Council of Energy as organisers.

ENOC is actively participating in WGE0 activities and collaborating with the grouping. This has magnified our efforts on the world stage for promoting a greener economy. This collaboration underscores the UAE's pioneering efforts in facilitating the green transition, echoing our resolve to champion sustainability not only locally but also as an international priority.



Headquartered in Dubai, CEBC is a non-profit organisation operating in the Middle East and North Africa (MENA) region and advocating clean energy. It has been promoting the use of renewable energy, energy efficiency, and clean technologies. CEBC acts as a platform for stakeholders from both the public and private sectors to come together and address the challenges and opportunities of developing clean energy in the region.

CEBC has been an ally in our quest to revolutionise the clean energy landscape. As a Board member of this key regional body, ENOC has been instrumental in fostering a collaborative clean energy community. As a constituent of CEBC, we are pushing the frontiers of innovation and engaging in policy advocacy for renewable energy and sustainability.

In 2021, in addition to participating in various programmes throughout the year and the annual CEBC summit, ENOC participated in the nomination process of the CEBC for the global Earthshot Prize. Led by Prince William, the Earthshot Prize inspires and celebrates transformational work that helps regenerate the planet through the pursuit of 'Earthshot' goals for 2030.



Case study

Being part of a global fraternity

After years of making significant contributions towards the international goals of sustainable development and climate action in the region and beyond, ENOC has been appointed to the boards of several prestigious global organisations, including the United Nations Global Compact Network UAE, the WGE0, the Clean Energy Business Council (CEBC), Heriot-Watt University, and the Pearl Initiative (PI).

As a representative of the UAE's oil and gas industry, we will have a place of honour at the COP 27 table, following our active contribution to COP 26 in Glasgow.



We are a key member of the Dubai Supreme Council of Energy (DSCE) and play a dual role in promoting Dubai's sustainable development while contributing our industry knowledge in an advisory role at the DSCE. While our primary objectives are to meet Dubai's growing energy needs, we also hope to contribute to the city's sustainability vision, which is reflected in the Dubai Plan 2021, the Dubai Integrated Energy Strategy 2030 (DIES 2030), and the Dubai Demand Side Management Strategy 2030 (DSM 2030).

ENOC's membership of various DSCE committees



Other memberships











Some of the other memberships where we have actively contributed are:

- International Association of Oil & Gas Producers (IOGP).
- Oil Spill Response Ltd.
- Society of Petroleum Engineers



## Collaborating to expand market reach

In 2021, we entered several strategic collaborations to expand our market reach and enhance our product and service offerings. Partnerships with companies such as Dynatrade, Etihad ESCO, Air Chateau, Idemitsu, dnata, and Meisheng, along with renewed agreements with Wardieh Holdings and Misr Petroleum, enabled us to strengthen our presence in lubricants, aviation fuel, jet fuel marketing, and more, aligning with its commitment to quality, sustainability, and customer satisfaction.

Partner	Location	Objective
	UAE	EPPCO Lubricants formed a five-year partnership to distribute ENOC and Caltex lubricants in the UAE
	Dubai	Extended our partnership with Etihad ESCO to enhance our sustainability efforts targeting energy savings in 10 older service stations; the upgrade will include improved HVAC systems, automated lighting, and solar PV installations, with an expected 40% reduction in energy consumption over seven years
	Dubai	Announced at the Dubai Airshow 2021, Air Chateau's partnership with ENOC Aviation is set to fuel up to 30 helicopters daily outside airport boundaries
	Japan	Collaboration with this 110-year-old Japanese conglomerate, offering diverse products and services with a strong global presence, to strengthen lubricant supply in the UAE
	Dubai	Renewed the 25-year partnership for lubricants supply to dnata's on-ground fleet of 6,000 vehicles and equipment
	China	Extended lubricants supply agreement with Meisheng in China to five years, focusing on the exclusive supply and distribution of ENOC lubricant products in China
	Egypt	ENOC Misr signed a three-year agreement to locally blend and fill lubricants at Misr Petroleum's state-of-the-art plant in Egypt
	Egypt	Inked a three-year deal with Royal Marine Services in Egypt, enabling the distribution of ENOC's marine lubricants in the country
	Dubai	ENOC Group, Quantafuel, and Dubal Holding LLC have entered into a Memorandum of Understanding (MoU) to explore the possibility of establishing and operating plastic-to-liquid production plants turning plastic waste into valuable products
	Dubai	Enlisting Mohebi as official logistics provider for ZOOM, UAE's leading home-grown convenience store chain, located across the site of Expo 2020 Dubai
	Lebanon	After a successful eight-year long collaboration, ENOC renewed this partnership to support jet fuel marketing to airlines and operations in Lebanon
	Dubai	EPPCO Lubricants' partnership is aimed at creating a digital marketplace to make its range of Caltex and ENOC automotive and industrial lubricants products available on <a href="https://noon.com">noon.com</a> at accessible prices to customers



## Promoting sustainable choices through exhibitions and fairs



### With Emirates Gas for LPG Week 2021

In partnership with Emirates Gas, we successfully concluded LPG Week 2021, the Middle East's first-ever LPG Week, and we held the 33rd edition of the World LPG Forum. Under the patronage of His Highness Sheikh Ahmed Bin Saeed Al Maktoum, the event took place at the Dubai World Trade Centre under the theme 'Energising Tomorrow'. With over 450 exhibitors and nearly 2,000 participants from around the world, the LPG Week featured discussions on sustainability, innovation, and the role of the LPG sector in the global energy future. The next LPG Week is scheduled to be held in New Delhi, India, in December 2022.



### With Daimler to promote clean energy solutions at WETEX and the Dubai Solar Show

Through ENOC Link, our digital mobile fuel delivery service for businesses in the UAE, we presented our sustainability initiatives at the 23rd Water, Energy, Technology, and Environment Exhibition (WETEX) and the Dubai Solar Show. We partnered with Daimler Commercial Vehicles MENA to showcase the FUSO eCanter, an innovative electric truck that will be used to transport fuel to ENOC's Service Station of the Future at Expo 2020 Dubai. The FUSO eCanter offers emission-free transportation for urban mobility, aligned with our commitment to sustainability.

# Procuring resources responsibly

We remain dedicated to instilling ethical and sustainable principles across our value chain. This means we remain committed to not only reducing environmental impact but also advocating and promoting equitable trade practices among our suppliers and vendors. Over the past year, we have extended the reach of our Code of Conduct to encompass a wider array of third-party entities. Through our sustainable procurement strategy, we effectively manage risks, cultivate a respectful work environment, and bolster our compliance with anti-corruption and anti-trust legislation.

Since procurement decisions have a long-term impact on climate change and the local economy, it is important to align purchasing decisions with sustainability and climate goals by engaging with suppliers to drive positive change, and promoting innovation and transparency throughout the supply chain. As a corporate entity committed to sustainability, finding, acquiring, and sourcing products and services with the lowest possible social and environmental costs are imperative. We evaluate goods based on their energy efficiency, water usage efficiency, and other environmental effects as part of our green procurement mission.

We are guided on every facet of purchasing by a green procurement officer. Our efforts towards sustainable procurements are aligned with ASHRAE Standard 90.1-2013, Energy Star rating and LEED (v4), which supplement our own Purchase and Design Energy Efficiency Standards (GPP Standard).

These standards set the minimum energy criteria for supplier selection and awarding decisions to ensure that we receive the best energy life cycle cost possible from the market. The standards also ensure the minimisation of environmental impacts.



## Green procurement

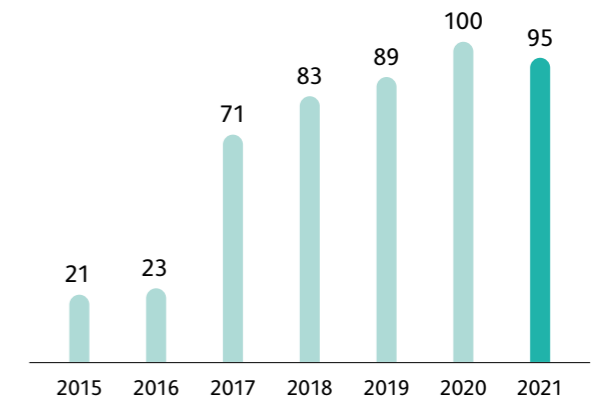
The adoption of sustainable sourcing practices in the last few years have allowed us to maintain significant sustainable spend penetration levels across categories. The Green public procurement (GPP) penetration maintained a satisfactory level in 2021 due to continuous awareness among end-users, buyers' control on Green Categories' purchases, and advisory support from the Group Sustainability Team.

In fact, in alignment with the DSCE's Green Public Procurement initiative, we have rapidly increased our green procurement penetration up to 95% in 2021.

**95%**

ENOC's green procurement penetration in 2021

ENOC's GPP Penetration (%)



## Vendor screening

In 2021, we registered 1,300 vendors and conducted a screening process regarding business ethics and compliance for due diligence and compliance risks. Moreover, the digital transformation initiated in the vendor registration process has helped embed the Code of Conduct as a condition for participating in every ENOC sourcing and tendering activity. In order to uphold the highest ethical standards, including the environmental, social, and governance aspects, we precisely outline our values and standards in our dealings with third parties, particularly our suppliers.

**1,300**

Vendors registered in 2021 after due diligence





### Training session for suppliers during the Masar transformation

During the Masar transformation process for the source-to-pay stream, our Vendor Management team organised sessions to train suppliers on the changes they needed to familiarise themselves with while getting onboarded to ENOC SAP Ariba. The interactions were conducted as Group online training sessions, one-on-one training sessions, and troubleshooting sessions as demonstrated below:

**500+**

No. of supplier queries addressed and issues resolved (Feb-Aug 2021)

**7**

Key training-related issues identified – resolution and permanent SOPs provided

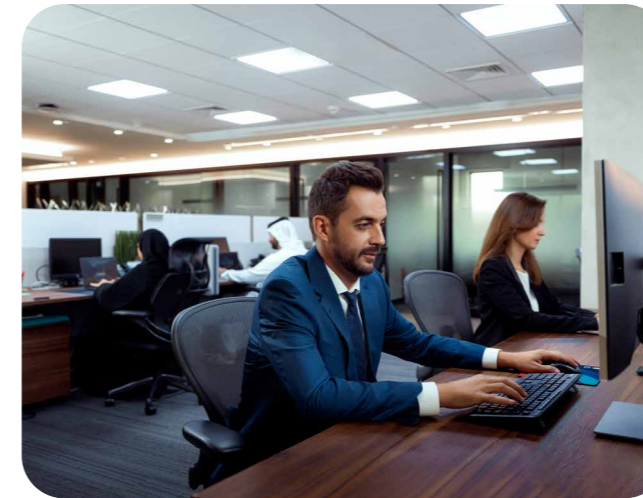
**7**

Key technical issues identified – resolution provided

## Ethical and socially responsible sourcing

We have been included in the Corporate Ethics Register of the Chartered Institute of Procurement & Supply (CIPS) and have attained the CEPS Certificate in Ethical Procurement and Supply and Corporate Ethics Kite Mark. CIPS is an organisation working for purchasing and supply professionals and considers the impact of environmental, economic and social factors along with price and quality during sourcing and supplier management cycle. The CIPS certification reinforces our assurance of ethical sourcing and supplier management. We renewed the CIPS Corporate Ethics Kite Mark for 2021.

The Kite Mark is given to organisations that commit to ethical procurement and are listed on the CIPS Ethics Register that can be publicly accessed by the wider community. It shows that they have been able to demonstrate the value they place on ethical procurement and give suppliers, customers, potential employees and other stakeholders' confidence that they are dealing with a business that is committed to ensuring that its staff are trained in ethical sourcing, supplier selection and supplier management, and they have adopted ethical values in the way they source and manage suppliers. The certificate is a recognition provided to organisations whose procurement staff have successfully completed and passed the CIPS Ethics Test.



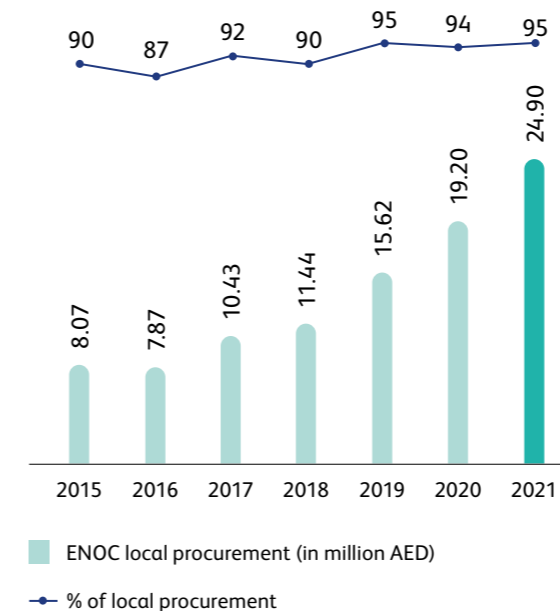
### Joining forces with Dubai's small and medium enterprises (SMEs)

To effectively support local suppliers, we are collaborating with the Dubai SME establishment, which specifically serves the needs of local SME businesses, assisting in the development of the ideal environment for their survival and development. As part of our business goals, we have always been committed towards encouraging local suppliers and local participation. In 2021, we awarded SME suppliers of the region with contracts worth AED 24.9 million.

## Local procurement

Our local procurement policy ensures income generation and long-term benefits for the communities where we operate, thus boosting the local economy. It also minimises environmental impact, given it locally sourced goods cuts down on transportation charges and carbon footprint of sending merchandise across vast areas. Across all business areas, we aid regional vendors and suppliers, including small and medium-sized businesses.

### Sustained high local procurement



**95%**

Local procurement

### + Case study



### Rooftop solar systems for Retail

One of our recent initiatives has been extension of our Retail network in the Emirate of Dubai. The use of renewable energy forms a major part of this initiative, and the installation of rooftop solar systems is integral to this drive. In 2020, we conducted competitive tendering, taking into consideration DEWA's Shams Dubai initiative, to connect and install 1,354 photovoltaic installations on residential, commercial, and industrial buildings in Dubai, totalling 125 MW of power. This is our first smart initiative for solar energy installations in buildings as a part of our Distributed Renewable Resources Generation programme. In 2021, we awarded contracts to install rooftop solar panels in 19 fuel stations with an attractive average Internal Rate of Return (IRR) of 24% per site. This investment will result in freeing up cash flow from energy consumption and reducing the carbon footprint of our service stations.

**24%**

IRR on solar installations on buildings undertaken as part of ENOC's Distributed Renewable Resources Generation programme

Customer relationship management

# Innovative energy solutions for evolving needs

Today consumers themselves are actively abetting the energy transition with sustainable lifestyle changes and their preference for clean energy solutions. As one of the largest energy operators in the region, we are providing them with innovative fuel products and services while diversifying both our fuel and non-fuel business areas.

## Scoring high in Customer Satisfaction Index

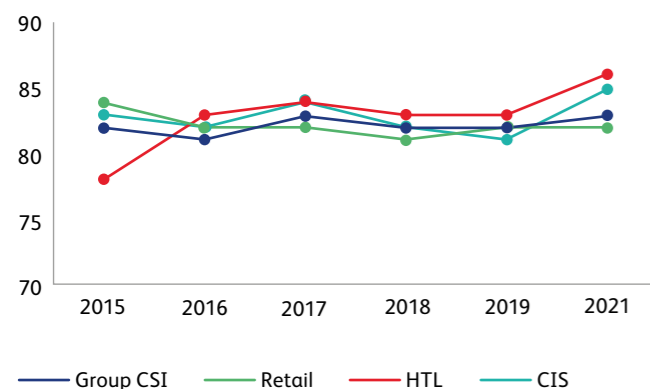
To stay aligned with changing customer preferences, we regularly interact with them and measure customer satisfaction, which again is heavily influenced by factors such as fuel costs, inflation, and interest rates in the oil and gas industry.

We conducted our ninth annual customer satisfaction survey in 2021 across 12 business units including Retail, CIS and HTL segments in order to pinpoint areas that needed improvement.

The results in 2021 showed that the Group Customer Satisfaction Index (CSI) has improved to 83%, the best so far. With 86% customer satisfaction, the Terminal segment showcased strong performance, while CIS clocked 85% in the CSI. Retail has maintained a consistence performance with 82%.

Exhaustive customer-insight-driven action plans implemented during 2020 have helped us improve CSI performance despite the volatile business environment and increasing competition.

### ENOC Group: Customer Satisfaction Index (CSI)



## World's first eLink fuel stations

### Going wherever motorists need us

A remarkable innovation that will elevate customer convenience unimaginably is our offering of ENOC Link, a digital mobile fuel delivery service, that enables businesses and motorists to access fuel wherever they need it. These mobile fuel stations are actually trucks equipped with a 30,000-litre tank that can service four vehicles simultaneously, and thus cut down on waiting time. Apart from enhancing fuel station coverage significantly, these fuel stations eliminate the need for space to build retail service stations, which usually need 50,000 sqm space and at least 12-18 months of construction time. The innovative fuel stations are thus low cost and easy to maintain as no utilities and civic work are needed.

The mobile stations are made from carbon fibre, designed in 'wings' that provide shade to customers. They offer the option of direct fuelling of multiple fuel products at each bay. They also have innovative digital systems that made the process quick and foolproof through RFID-integrated technology that adds to customer experience. The mobile stations offer

customers a wide range of fuel – from Special 95, and Super 98 to diesel and biodiesel. Powered by biodiesel, vapour recovery systems, LED digital screens, lighting and low-power pumps, they consume little energy and are thus sustainable as well.

ENOC Link is the region's most advanced market solution for automated end-to-end digital fuel delivery for businesses, and operates as per the highest international safety and operational standards.

~10%

Per month increase in fuel sale through eLink stations since their launch



**Futuristic and Innovative design**

1. Formula 1 carbon-fibre is used to design our wings that are lightweight and give shade while fuelling
2. Advanced customer-centric lighting
3. Digital displays give customers a memorable fuelling experience
4. Real-time customer interaction through games and social media



**Environment**

1. Low carbon footprint Powered by Biodiesel Vapor recovery unit
2. Low energy consumption: LED-powered digital screens, Lighting, Low power pumps



**Convenience**

1. Easy access - new fuelling format offers convenience and cuts down on drive time
2. Easy to deploy (plug and play) and dismantle



**Direct fuelling**

1. Multiple products offered in each bay
2. Multiple fuelling of up to 4 vehicles simultaneously means less waiting at the station



**Smart payments and rewards**

1. Credit and debit card payment options. Portable payment machine (so customers do not step out of their vehicles)
2. Coming soon-integration with "Yes" rewards programme app



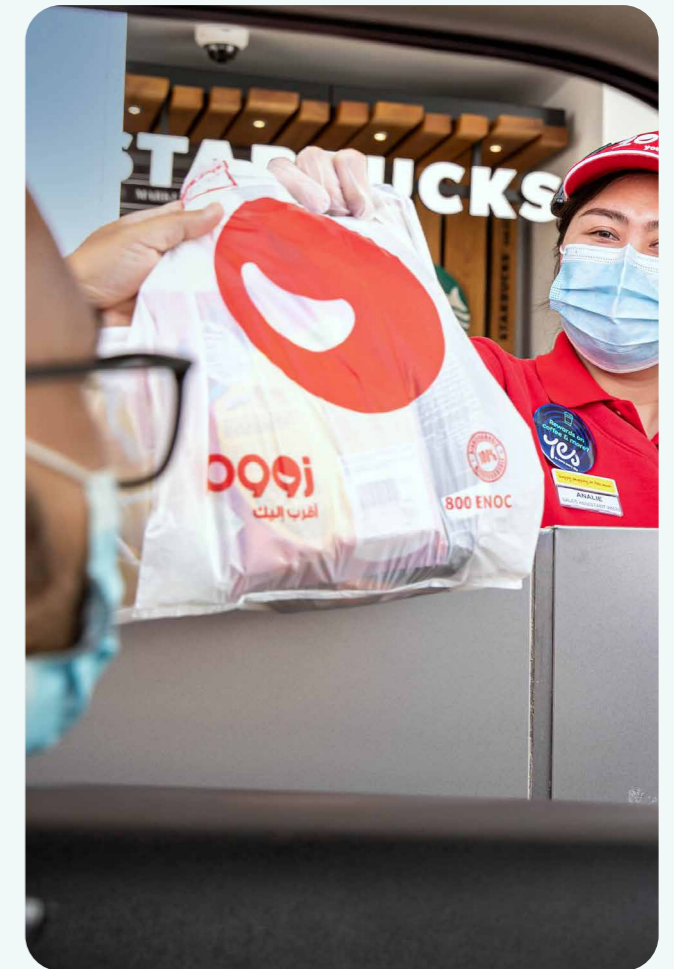
**Digital fuelling**

- Fuelling through connected meter through the app itself.
1. RFID technology integration, accurate fueling
  2. Fraud-free solution



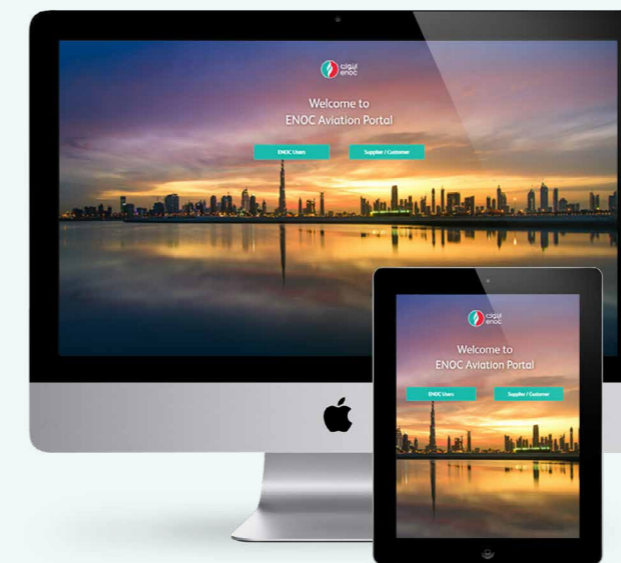
**Drive-through shopping for customer convenience**

At the ZOOM store at the ENOC Al Aweer service station in Dubai, we have introduced a cutting-edge drive-through service that keeps us with our promise to deliver quality products and services to customers on the move. This innovative solution allows customers to shop for groceries and essentials while staying put in their vehicles, thus ensuring a contactless experience. Shoppers can interact with ZOOM staff through a digital screen, make contactless payments, and choose to pick up their order at the window or have it delivered to their car. This initiative aligns with the changing retail landscape impacted by COVID-19, which has made it pertinent to prioritise safety and digitalisation for seamless shopping. There has been a 43% increase in drive-through usage since April 2021, given that consumers are seeking safer shopping options. ZOOM continues to innovate services, having recently partnered with Talabat and NowNow for contactless home deliveries.



**43%**

Increase in drive-through usage since April 2021



**Elevating customer experience with innovative aviation portal**

In January 2021, we unveiled a dedicated aviation portal, [myfuel.enoc.com](http://myfuel.enoc.com), aimed at strengthening customer relationships and improving customer experience through digitisation. The portal facilitates online orders, offers 24/7 access to account statements and fuel prices through a customer dashboard and provides continuous support for customers and our trade partners. Aligned with ENOC's drive for agility and excellence, this digital initiative is a response to the challenges brought on by the COVID-19 pandemic. The online portal makes it possible for us to cater to various segments, including commercial aviation, military aviation, general aviation, private jet operators, and fuel providers, by offering a flexible and value-added digital solution during these challenging times.

# Environmental stewardship

+ slashing emissions drastically

As a leading energy company, we are conscious of the pertinent need to reduce our environmental impact and support the nation's climate goals. Our decades-long energy and resource management (E&RM) efforts have enabled us to keep a sustained focus on emissions reduction, waste minimisation, and resource conservation. We prioritise environmental responsibility across our diverse businesses. Our comprehensive Health, Safety, Environment and Quality (HSEQ) Policy ensures adherence to global and local standards. We track our environmental performance through 10 annual environmental targets set by the ENOC Sustainability Leadership Committee.

+ Highlights 2021

0.73%

Reduction in energy consumption

0.58%

Reduction in GHG emission

2,169,073 m<sup>3</sup>

Cumulative water savings

AED195.94 mn

Cumulative E&RM savings

300,000+ tCO<sub>2</sub>e

Emissions avoided

+ Our contribution to UN SDGs



Certified ISO 14001:2015- Environmental Management Systems (EMS) across 244 ENOC sites and departments

+ improving energy efficiency

+ aligning with TCFD recommendations





Climate change and energy

# Staying ahead of the curve

Fast-tracking energy transition and slashing emissions before 2030 to limit global warming to 1.5° C above pre-industrial levels has emerged as a global priority. While decarbonising our operations, we have been continuously innovating and investing in sustainable energy solutions, including renewables and alternate fuels. At the same time, we are improving our business disclosures, strengthening our climate and sustainability strategy, and future-proofing our business in alignment with global standards and recommendations.








## Guided by ENOC's Climate Change Taskforce

The ENOC Carbon Abatement/Climate Change Technical Committee is responsible for preparing and implementing climate change targets and leads the Group towards a low carbon pathway, ensuring it is aligned to national and international policy changes. The Committee is composed of members from the Group Sustainability Team and Sustainability teams across its businesses.



## Climate change mitigation strategy

### Approaches

 <p><b>Reducing operational GHG emissions</b></p>	<p><b>Efforts</b> Energy efficiency measures as per ISO 50001:2011</p>	<p><b>396,801</b> tCO<sub>2</sub>e avoided due to E&amp;RM projects cumulatively till date</p>	<p><b>14.57%</b> reduction in specific carbon emission intensity kgCO<sub>2</sub>e/tonne in the past 5 years</p>
 <p><b>Utilising renewable energy within operations</b></p>	<p><b>Efforts</b> Installed solar panels across our fuel service stations, convenience stores and own operations</p>	<p><b>28</b> Retail fuel stations now equipped with solar panels</p>	<p><b>6,675</b> MWh energy produced by solar panels at ENOC</p>
 <p><b>Reducing cost using E&amp;RM</b></p>	<p><b>Efforts</b> Multiple E&amp;RM projects implemented across the group</p>	<p><b>AED8.2</b> mn Total savings in 2021</p>	<p><b>7.27</b> mn KWH Total power savings in 2021, and 193,000 MWh power savings since 2014</p>
 <p><b>Ensuring efficient performance</b></p>	<p><b>Efforts</b> Through environmental and energy audits, optimal performance is maintained</p>	<p><b>20</b> Environment and Energy Audits conducted in 2021</p>	
 <p><b>Reducing energy intensity</b></p>	<p><b>Efforts</b> Implementing energy efficiency measures for optimal utilisation</p>	<p><b>24.1%</b> Reduction in energy intensity since 2014</p>	

## Aligning with TCFD recommendations

The Task Force on Climate-related Financial Disclosures (TCFD) offers a set of recommendations for companies to address climate risk by disclosing information related to governance, strategy, risk management, and metrics and targets, with a strong focus on risks and opportunities related to the transition to a low-carbon economy.

Consistent with ENOC's vision to be an innovative energy partner, delivering sustainable value and industry-leading performance, we announced in 2020 that we would work constructively on TCFD recommendations to develop good practices and standards for better transparency. This involves recognising and assessing climate-related risks and opportunities, and aligning the same with our overarching sustainability framework. This further bolsters our commitment to addressing climate change, enhancing resilience, and ensuring our adaptability in the evolving energy sector.

We strongly believe that while the Global Reporting Initiative (GRI) offers a holistic view of our sustainability practices and impacts, TCFD provides a focused and detailed perspective on the financial implications of climate change for the business. Together, they offer a robust and comprehensive approach to sustainability reporting.

As of now, we report on a "comply-or-explain" basis against TCFD recommendations for the year ended 31<sup>st</sup> December 2021.

Although this is our first year of TCFD reporting, we have built upon our previous disclosures to improve the quality of our reporting. We will continue to explore options for future TCFD disclosures, taking into account a range of guidance, including TCFD's own implementation guidance.

## ENOC's TCFD aligned climate-related disclosures

Sr. No.	TCFD Core element and recommended disclosure	Disclosures
1.	Strategy	<p><b>Short-term (0-3 years)</b></p> <p><b>Risks</b>  <b>Regulatory risks:</b> Immediate regulatory changes, such as increased carbon pricing or stricter emission limits in countries where ENOC operates, could raise operational costs.  <b>Reputation risks:</b> Growing public demand for sustainable energy solutions may pose reputational risks if ENOC is not perceived as proactive on climate issues. We have already partnered with DEWA to install EV chargers at service stations in Dubai.</p> <p><b>Opportunities</b>  <b>Efficiency improvements:</b> Investment in energy-efficient technologies can reduce operational costs and GHG emissions. Our E&amp;M business plans are uniquely designed to implement energy efficiency improvement projects to reduce energy demand.  <b>Product diversification:</b> There is an increasing demand for cleaner fuels, and we can expand its offerings in this domain. However, we are already into marketing of biodiesel, and we have been utilising biodiesel as fuel in the fleet at EMGAS and EPPAV.</p> <p><b>Medium-term: (4-10 years)</b></p> <p><b>Risks</b>  <b>Transition risks:</b> As the global economy shifts towards a low-carbon model, there could be decreased demand for traditional fossil fuels.  <b>Physical risks:</b> Climate change impacts, like rising sea levels or extreme weather events, might disrupt ENOC's operations or supply chains.</p> <p><b>Opportunities</b>  <b>Expansion into renewables:</b> ENOC can diversify by investing in renewable energy projects, such as solar or wind farms.  <b>Innovative technologies:</b> Research and development into carbon capture, utilisation, and storage (CCUS) can offer new avenues for growth and emissions reduction.</p> <p><b>Long-term: (10+ years)</b></p> <p><b>Risks</b>  <b>Stranded assets:</b> If global demand for oil significantly declines, some of ENOC's reserves may become unviable, leading to asset write-offs.  <b>Geopolitical risks:</b> Shifts in energy markets might lead to geopolitical tensions or trade barriers in regions crucial to our operations.</p> <p><b>Opportunities</b>  <b>Leading in sustainability:</b> By embracing the energy transition, ENOC can establish itself as a leader in sustainable energy solutions, opening up new markets and partnerships.  <b>New business models:</b> With a long-term perspective, ENOC can explore entirely new business models, e.g. hydrogen production or electric vehicle infrastructure.</p>

Sr. No.	TCFD Core element and recommended disclosure	Disclosures
b)	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	<p><b>Businesses:</b></p> <p><b>Supply and demand:</b> Climate concerns may lead to a decline in global oil demand, potentially affecting ENOC's primary revenue streams. At the same time, there is an opportunity to cater to rising demand for cleaner fuels and renewable energy solutions.</p> <p><b>Operational challenges:</b> Physical risks, such as extreme weather events or rising sea levels, could disrupt ENOC's operations, leading to potential production halts or supply chain interruptions.</p> <p><b>Strategy:</b></p> <p><b>Diversification:</b> Recognising the global energy transition, ENOC is looking at diversifying its portfolio by investing in renewable energy projects and cleaner fuel technologies.</p> <p><b>R&amp;D Investment:</b> To remain at the forefront, ENOC has the opportunity to bolster its R&amp;D initiatives, especially in areas like carbon capture and storage, and exploring next-generation fuels.</p> <p><b>CSR management:</b> ENOC aims to enhance its CSR management as a forward-thinking energy company, aligning with global sustainability goals, and engaging in community and resource management projects.</p> <p><b>Financial planning:</b></p> <p><b>Asset valuation:</b> Climate-related risks might lead to the devaluation of some assets, such as oil reserves that may become stranded. Provisions for these potential write-offs can be a good opportunity in long-term financial planning.</p> <p><b>Strategic partnerships:</b> Collaborations with green tech firms, renewable energy startups, and international energy agencies are viewed as financial opportunities to tap into new revenue streams and share climate-related risks.</p>
c)	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<p><b>2°C or lower scenario:</b></p> <p><b>Transitioning portfolio:</b> Our commitment to diversifying our energy portfolio demonstrates our strategy's alignment with a lower carbon future. Our investments in renewables, especially solar, are projected to yield positive returns and offset potential declines in traditional oil revenues in a 2°C world.</p> <p><b>R&amp;D efforts:</b> We recognise R&amp;D efforts such as CCS technologies as an opportunity to foresee a future where we can effectively reduce emissions from our operations, allowing us to stay competitive even under strict carbon constraints.</p> <p><b>Energy efficiency:</b> Investments in energy efficiency across our operations, from extraction to refining, make our processes more sustainable, aligning with the demands of a 2°C scenario.</p> <p><b>Alternative scenarios:</b></p> <p><b>Physical risks:</b> In scenarios with more severe climate impacts, our robust disaster response mechanisms and supply chain strategies are designed to mitigate operational disruptions. We have also geographically diversified our assets to reduce region-specific risks.</p> <p><b>Regulatory changes:</b> ENOC is actively engaged in dialogues with respective regulatory authorities. This ensures that we are not only prepared for, but are also influencing and shaping, potential regulatory shifts in response to different climate futures.</p> <p><b>Demand fluctuations:</b> Our flexible production capacities and agile market strategies allow us to adapt to varying global energy demands that might arise from different climate scenarios.</p> <p><b>Continuous review:</b></p> <p>Recognising the dynamic nature of the global energy landscape, we ensure that our strategic resilience is not a one-time assessment. We engage in periodic reviews, incorporating the latest climate science, market trends, and technological advancements, ensuring our strategy remains robust and responsive to evolving climate-related challenges and opportunities.</p>
<b>2. Governance</b>		
a)	Describe the Board's oversight of climate-related risks and opportunities	Please refer to page numbers 28-33 and 52-53 of this report for more details on the Board.
b)	Describe management's role in assessing and managing climate-related risks and opportunities	

Sr. No.	TCFD Core element and recommended disclosure	Disclosures
<b>3. Risk management</b>		
a)	Describe the organisation's processes for identifying and assessing climate-related risks	Please refer to page numbers 52-59 of this report for more details on risk management.
b)	Describe the organisation's processes for managing climate-related risks	
c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	
<b>4. Metrics &amp; targets</b>		
a)	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Please refer to page numbers 90-91, 94-97, 99-100 and 104 of this report for more details on Sustainability Performance KPIs.
b)	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks	<p>Please refer to page numbers 94-95 of this report for more details Scope 1 and 2 emissions.</p> <p>We recognise the importance of Scope 3 emissions – those emissions that occur in our value chain but are outside our direct operations. They represent a significant portion of our overall carbon footprint and are essential to address in the context of a comprehensive climate strategy.</p> <p>At present, we have not completed a full baselining of our Scope 3 emissions. The reasons for this include complexity of our supply chain, lack of standardised data from suppliers, ongoing methodological evaluations, etc.</p> <p>While a comprehensive assessment is pending, we have identified the following potential major sources of our Scope 3 emissions based on our understanding of our value chain:</p> <ol style="list-style-type: none"> <li><b>Upstream:</b> Emissions from the production and transportation of raw materials.</li> <li><b>Downstream:</b> Emissions from the end-use of our products, transportation, and disposal.</li> </ol> <p><b>Future plans:</b></p> <ol style="list-style-type: none"> <li><b>Baselining:</b> We are committed to conducting a rigorous baselining exercise for our Scope 3 emissions.</li> <li><b>Stakeholder collaboration:</b> Recognising that Scope 3 emissions involve multiple stakeholders, we intend to engage with our suppliers, partners, and customers to gather necessary data and collaborate on reduction strategies.</li> <li><b>Methodological approaches:</b> We are reviewing various methodologies and standards to ensure our Scope 3 assessment aligns with best practices and provides stakeholders with accurate, actionable insights.</li> </ol> <p><b>Alignment with TCFD:</b></p> <p>Despite the current limitations, our disclosure aligns with TCFD's emphasis on transparency. As we progress on our Scope 3 assessment, we aim to incorporate scenario analyses, integrate climate-related risks and opportunities tied to these emissions, and set clear targets in line with TCFD recommendations.</p> <p>We value the trust our stakeholders place in us and are committed to a journey of continuous improvement. Our endeavours in Scope 3 emissions assessment and subsequent mitigation strategies will be regularly updated in future Sustainability Reports.</p>
c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Please refer to page numbers 35 and 152 of this report for more details Sustainability Performance KPIs.

## Energy and resource management system

Over the years, the oil and gas industry has successfully navigated the energy transition. However, being an energy-intensive industry, energy will always be a material topic to our stakeholders.

Our Energy and Resource Management (E&RM) Policy was developed in 2010 and is in compliance with ISO 50001:2011 Energy Management System requirements. All our companies have ISO 50001 certification. To lessen our carbon impact, we are adhering to the Paris Agreement, the UAE Vision 2021, and the UAE Energy Plan 2050. We carry out a variety of E&RM savings programmes every year in compliance with global standards.

We have developed the Sustainability Performance Index, which is based on the annual performance of our business units (BUs) against a set of 21 KPIs, 10 of them related to energy and the environment.

We have implemented Energy & Resource Management (E&RM) business plans, through which all Business Units are required to submit their plans and financial commitments for lowering their energy use and GHG emissions. The Group Sustainability Team reviews and approves these plans before the Business Units can begin working on the listed projects. Some of these initiatives are discussed in our biannual Energy & Efficiency Report, along with their relative contributions to the reduction of GHG emissions. The report is accessible on the ENOC website.

All Business Units have goals and KPIs pertinent to them. We have per-unit targets for thermal energy reduction, electrical energy reduction, energy demand reduction from baseline, and GHG emission reduction in the set of 10 KPIs.

These are mapped into the Sustainability Performance Index and included in the Balanced Scorecard. The Group Sustainability Team works with the E&RM Steering and Technical Committees to improve the Group's E&RM performance, while also finding potential for cost savings.

We have also implemented the Superior Energy Performance (SEP) scheme to increase efficiency and evaluate the success of our BUs, encouraging them to improve their energy savings in accordance with their business potential.

We registered a substantial increase in E&RM savings in 2021 as a result of several projects implemented by our businesses, such as DUGAS's projects that reduced energy loss, the installation of solar PVs by Retail, the use of hybrid vehicles or the retrofitting on LEDs and others.

ENOC Group – E&RM savings (AED mn)



+ Case study



### Gravity-based unloading operations to optimise energy use

With an intense focus on optimising energy use, a strategic approach was employed to reduce electricity consumption in pumping operations at Horizon Tangier Terminals SA (HTTSA). Despite Variable Speed Drives (VSDs) being in place, pumps continued to consume a lot of energy. A thorough operational review led to an impactful initiative – unloading by gravity whenever feasible. The initiative to encourage gravity-based unloading yielded substantial results in no time. consumption and reducing the carbon footprint of our service stations.

**346,392 kWh**

Energy saved in 2021 from gravity-based unloading mechanism

**AED197,374**

Financial savings in 2021 as a result of implementation of this mechanism

+ Case study

### Energy savings from solar-powered cooling solution

ENOC's Dubai Lubricant Processing Plant (DLPP) achieved remarkable energy savings with the installation of solar AC units, reducing energy consumption by over 60%. This initiative not only enhanced cooling efficiency but also delivered significant cost savings, with a projected annual total of AED41,000+ for the entire project, all with a short payback period of 1 to 2 years.

**60%**

Reduction in energy consumption with the use of solar AC units

**AED41,000+**

Projected savings from the implementation of the project



+ Case study

### Little steps taken by ELOMP lead to big results

In 2021, ENOC's Lubricant and Grease Manufacturing Plant (ELOMP) initiated a comprehensive energy efficiency project to reduce operational costs.

#### Optimised use of compressed air

By optimising their use of compressed air, which historically consumed over 25% of the plant's electrical energy, ELOMP achieved remarkable results with the following steps:

- Reprogrammed equipment for lower air requirements
- Optimised compressed air pressure
- Upgraded the pneumatic network

These actions reduced energy consumption and improved productivity with energy savings in 2021 amounting to AED30,621.

**AED30,621**

Saved by ELOMP from optimised use of compressed air



#### Pump replacement

To reduce power consumption in its cooling tower, ELOMP replaced the original oversized 14 Kw Hr pump with a more appropriately sized unit, running at just 2.2 KwHr. This improvement resulted in monthly savings of AED1,044 and an annual savings of AED12,528.

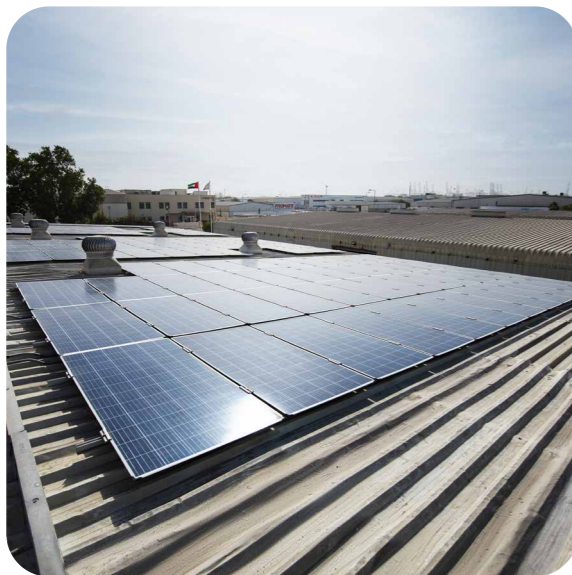
**AED12,528**

Saved by ELOMP in 2021 by replacing energy-intensive pump

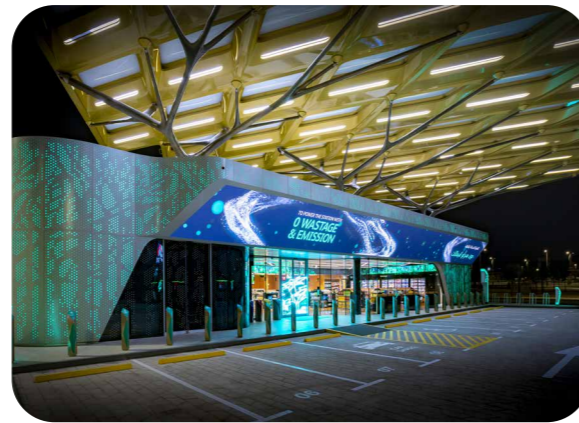
Case study

**DLPP achieves 100% renewable energy milestone**

ENOC's Dubai Lubricants Processing Plant-Jebel Ali (DLPP) achieved significant energy efficiency by installing a 108 MW solar PV system on-site. This innovative approach allowed DLPP to meet 100% of its electrical energy consumption from renewable sources. Previously reliant on grid electricity, this transition significantly reduced their environmental impact and operational costs, making them the Renewable Energy Pioneer of the Year at the 2021 ENOC Energy Awards. The bi-directional grid connection ensures uninterrupted power supply even during cloudy days.



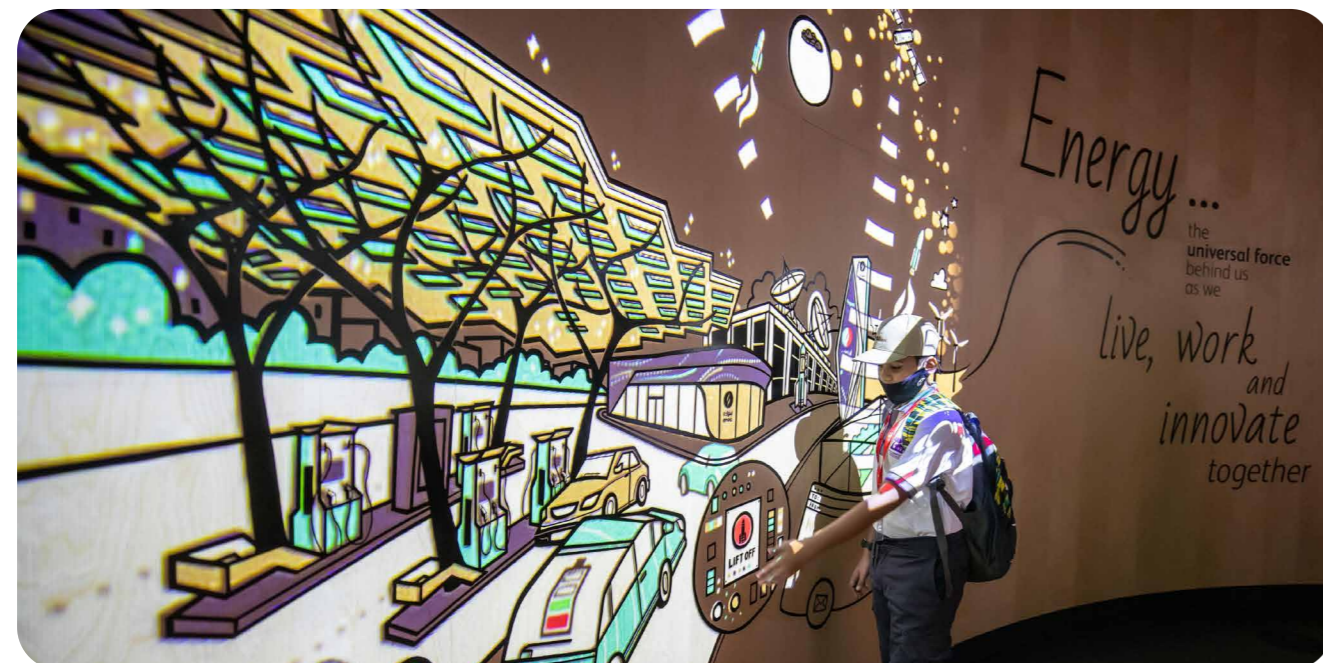
Case study



**Lighting retrofitting leads to substantial energy savings**

The lighting retrofit project undertaken by ENOC in 2021 was instrumental in sizeable energy savings during the year. The project involved upgrading to high-tech LEDs for more than 100 existing fuel stations network of ENOC. The retrofitting was done mainly for canopies and pole lights. The primary objective was to get the shortest payback period on the investment. The assessment resulted in obtaining an attractive ROI, where the capital invested could be returned in 1-1.5 years due to reductions in energy costs.

**96%**  
Reduction in operating costs of a petrol station as a result of light retrofittings



**Results of 2021 ENOC Energy Award**

The ENOC Energy Award, established in 2012, celebrates excellence in E&RM. It recognises outstanding contributions by ENOC and its employees, showcasing innovative ideas, honouring individuals and business units, and promoting the best practices in energy conservation.

Through a series of emails sent out by the Group Sustainability Team to ENOC employees over five days, we built up the mood and heightened the anticipation, which then culminated in the announcement of the winners of the ENOC Energy Awards on each day from Day 3 onwards. On Day 5, we announced the results of the Superior Energy Performance (SEP) scheme that recognises the top BUs of ENOC, which have set new benchmarks in energy efficiency and performance.

Even the pandemic could not defer the event in 2021. Given the curbs on gatherings and physical interaction, we held the event virtually the first time in the history of the Company that an award ceremony has been so arranged.

**Day 1:** Announcing that ENOC Energy Awards 2021 would be conducted virtually for the year

**Day 2:** Recalling ENOC's achievements in energy and resource management over the years

**Day 3:** Announcement of the BU category winners

**Day 4:** Announcement of Individual category winners

**Day 5:** Announcement of SEP scheme results

**Winners of 'Business Units' category of ENOC Energy Awards 2021**

- A** Highest investment in energy saving projects – Tasjeel
- B** Green procurement champion of the year – Retail Operations
- C** Highest energy and resource cost reduction achieved from 2013 (baseline) – EPPCO Aviation
- D** Best Energy and Resource Management Business Plan for the Year – EPPCO Aviation
- E** Highest employee involvement to promote energy and resource management – Retail Operations
- F** Renewable energy pioneer for the year – DLPP JA
- G** Energy star of the year – Leader in energy intensity reduction – HEFT
- H** Best energy and resource conservation initiative for the year – EPPCO Aviation
- I** Best business unit of the year in Energy & Resource Management – Retail Operations

Individual employee awards



The most engaged Manager who showed real leadership towards implementation

**Mr. Zaid Alqufaidi**  
Managing Director, Retail



The most active ENOC E&RM Technical Committee Member

**Dr. Kavitha Suresh**  
DUGAS

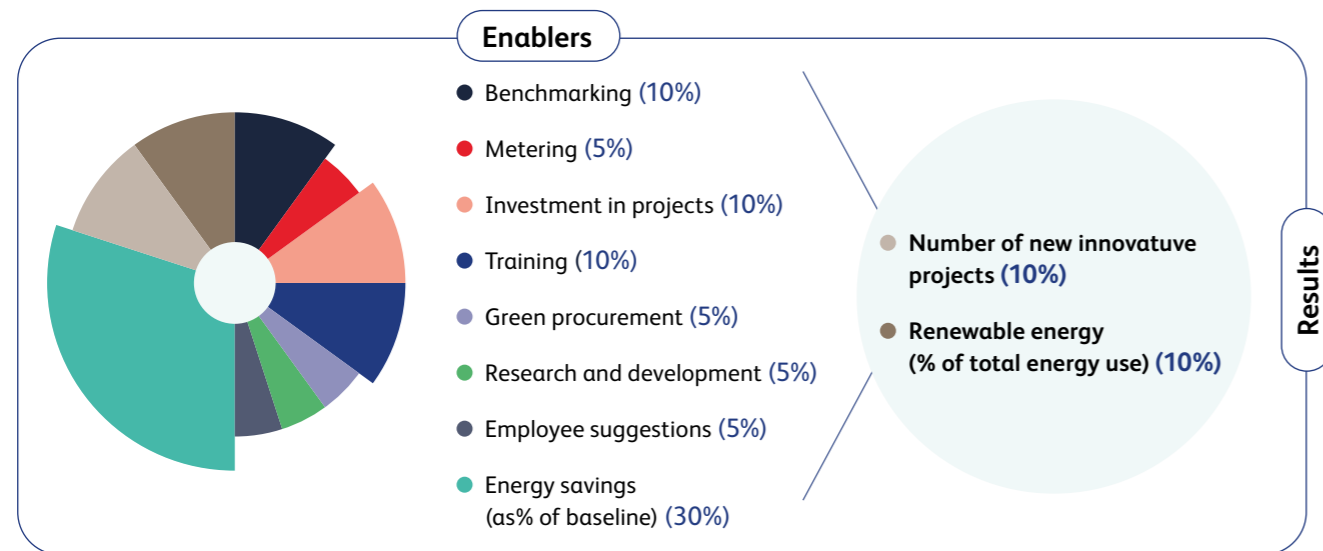


The most active Technician/Engineer involved in E&RM implementation

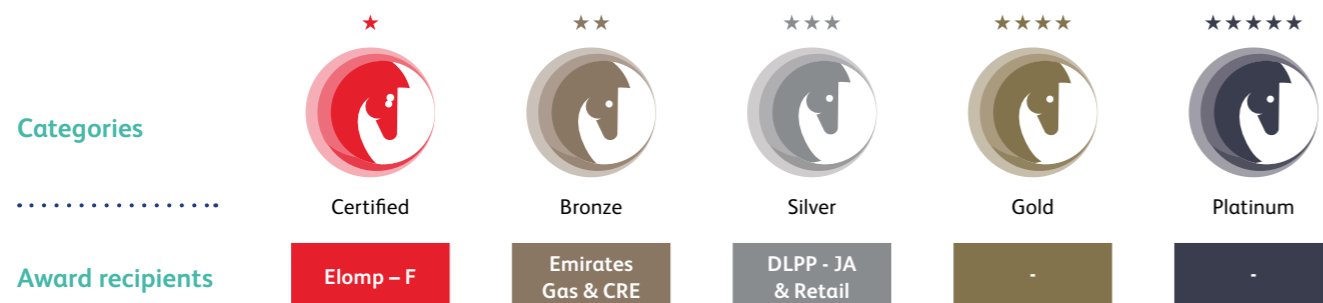
**Mr. Abdul Rahuman Mohamed Yakub**  
EIL

Superior Energy Performance (SEP) scheme

In order to encourage business units to excel in efforts targeted at optimising energy efficiency, the SEP scheme was instituted in 2017. Since then, SEP awards have motivated our BUs to put up excellent performance in healthy competition with each other. The SEP scheme is aligned to the US Department of Energy Advanced Manufacturing Programme and, in accordance with the ISO 50001:2011 Energy Management System standards, provides the necessary guidance and tools to minimise energy use. Each year, our BUs come up with innovative ideas to improve efficiency and increase savings and are honoured with awards in the five different categories of the SEP award.



2021 SEP results



Accelerating the journey to a low-carbon world

As a leading integrated global energy player, it is part of our strategy to deliver world-class sustainable and integrated energy solutions to our consumers. In keeping with this strategy, we are diversifying our product portfolio with clean energy solutions, which help us transition to a low-carbon world.

We are also preparing ourselves for a new era in mobility and thus offering our customers biofuels while installing EV charging points at our gas stations, many of which run on renewable energy. We are also supplying compressed natural gas to medium- and large-scale enterprises through innovative ways.

Increase in EV charging stations

In 2021, we made significant strides in promoting sustainable transportation with the establishment of seven new EV charging sites, bringing our total to 19 across the years. This underscores our commitment to reducing carbon emissions and supporting the adoption of electric vehicles, contributing to a cleaner and greener future.

19

Total number of EV charging stations in 2021

Case study

Sustainable energy initiatives with solar panel installation

In a demonstration of environmental responsibility, EMGAS installed 500 solar panels within their plant area. These panels generate 320 MWh annually, marking a significant stride in reducing their carbon footprint.

500

Solar panels installed by EMGAS generate 320 MWh annually



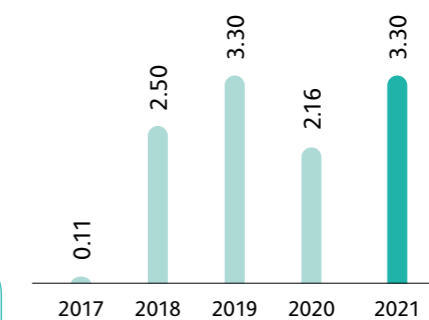
Improved energy solutions

We have introduced biodiesel fuel options for commercial fleets across the UAE. This expansion underscores our commitment to providing convenient access to Biodiesel B5, B20, and B100. Notably, we stand as the sole digital mobile fuel delivery operator in the UAE, offering this eco-friendly alternative.

Biodiesel5, renowned for its capacity to reduce carbon footprint and GHG emissions, is a game-changer in the realm of green fuels. Tested and certified within the UAE, it is a preferred choice for many companies in the transport, logistics, and construction sectors due to its engine performance enhancements.

To meet growing demand, we have deployed specialised biodiesel delivery trucks with tank capacities ranging from 800-5,000 litres, with plans for further expansion in the near future.

Biodiesel volumes used in fleets between 2017-21 (Million Litres)



## Performance dashboard

### Energy consumption

#### ENOC Group energy consumption

	2014	2015	2016	2017	2018	2019	2020	2021
Total Direct Energy Consumption (GJ) – Non-Renewable energy sources	23,958,153	24,514,591	22,213,044	23,033,981	20,590,071	20,215,417	21,468,800	24,753,422
Total Indirect Energy Consumption (GJ) – Grid electricity	457,062	529,381	529,381	529,381	473,339	699,698	693,521	773,017
Total Renewable Energy Consumption (GJ) – Solar PV	-	-	-	485	1,744	9,575	15,316	24,030
Total Energy Consumption (GJ)*	24,415,215	25,015,294	22,760,127	23,563,847	21,065,153	20,924,690	22,177,638	25,550,469
<b>Dragon Oil Total Energy Consumption (GJ)</b>	<b>2,173,728</b>	<b>2,315,996</b>	<b>2,101,460</b>	<b>1,965,085</b>	<b>2,158,388</b>	<b>2,155,313</b>	<b>1,867,289</b>	<b>1,668,995</b>

\* Renewables were not introduced in 2014, 2015 and 2016. This justifies the non-availability of the data in these years.

#### Direct Energy Consumption (GJ) – Non-renewable energy sources

	2014	2015	2016	2017	2018	2019	2020	2021
Retail	1,313	4,449	6,211	8,100	6,747	7,899	7,114	8,554
Marketing	55,701	59,167	63,163	69,431	75,438	70,286	47,271	45,131
Terminals	163,107	160,787	160,736	145,832	151,999	170,076	125,515	176,363
STP	23,738,031	24,265,535	21,954,957	22,781,737	20,355,886	19,967,156	21,288,901	24,523,375
<b>Dragon Oil</b>	<b>2,141,800</b>	<b>2,282,873</b>	<b>2,069,409</b>	<b>1,924,380</b>	<b>2,115,347</b>	<b>2,115,347</b>	<b>1,816,113</b>	<b>1,651,232</b>

#### Indirect Energy Consumption (GJ) – Grid Electricity

	2014	2015	2016	2017	2018	2019	2020	2021
Retail	241,164	255,781	267,733	255,207	300,082	306,075	291,836	296,871
Marketing	54,756	55,075	55,764	43,893	34,027	34,236	22,537	25,246
Terminals	58,524	96,550	107,993	110,871	105,162	95,270	84,899	87,716
STP	48,990	38,664	60,682	92,110	11,843	244,595	275,394	343,778
Corporate Real Estate	49,691	50,149	50,472	23,556	22,226	19,521	18,855	19,405
<b>Dragon Oil</b>	<b>31,928</b>	<b>33,123</b>	<b>32,052</b>	<b>40,705</b>	<b>43,041</b>	<b>39,966</b>	<b>51,176</b>	<b>17,764</b>

The higher total direct energy consumption is mainly attributable to higher natural gas and electricity consumption during EPCL expansion activities. Moreover, during 2021, HTTSA and HSTPL reported higher diesel consumption to meet customer requirements of maintaining the temperature of the relevant stored products.

### Renewable energy consumption

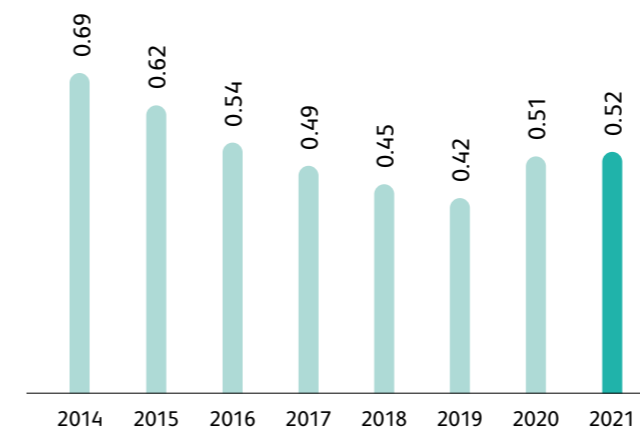
#### Solar power (GJ) generated

	2014	2015	2016	2017	2018	2019	2020	2021
Retail	-	-	-	473	1,155	8,629	12,678	21,052
Marketing	-	-	-	13	511	818	822	841
Terminals	-	-	-	-	78	126	120	233
STP	-	-	-	-	-	-	1,684	1,889
Corporate Real Estate	-	-	-	-	-	2	12	15
%Total (kWh total)	-	-	-	0.03%	0.11%	0.57%	0.88%	1.16%

We have significantly increased our renewable energy percentage from 2017. This is mainly due to retail stations powered by solar PV. Our Expo 2020 Station is the first service station globally to receive a LEED Platinum certificate.

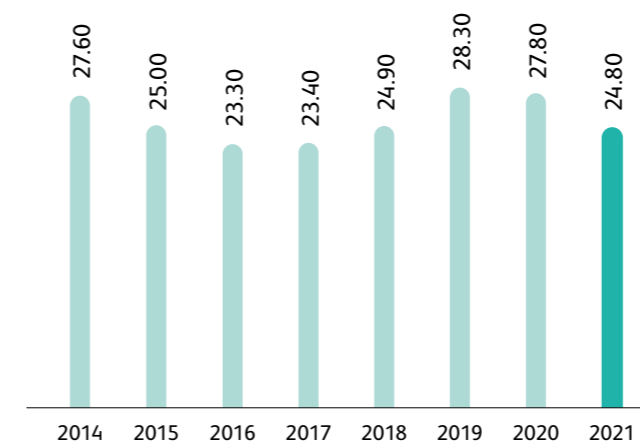
### Energy intensity

#### ENOC Group specific energy consumption (in GJ/tonne)



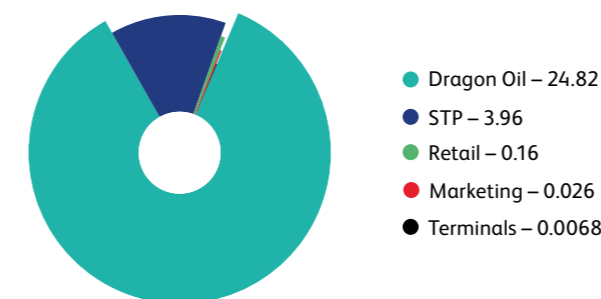
Higher energy consumption led to a marginal increase in energy intensity.

#### Dragon Oil energy intensity (in GJ/bopd)



EPCL reduced routine flaring in 2021, and due to this, their energy intensity was reduced by 11%, as compared to 2020.

#### Energy consumption breakup by business (GJ/ton)



# Systematically reducing releases

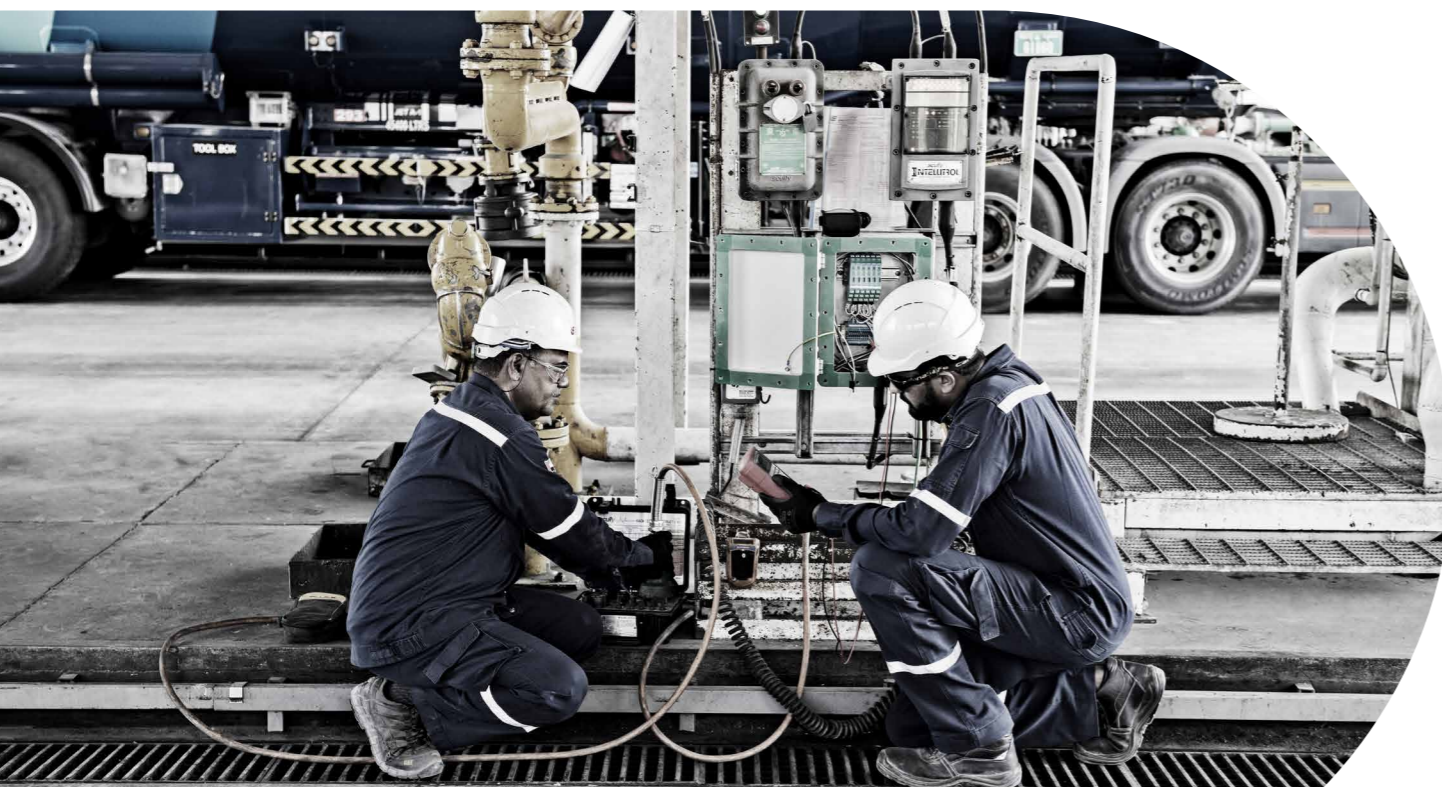
Since 2007, we have been observing and regulating our GHG, NOx, SOx, flare emissions, and vapour emissions to further decarbonise our operations. From 2008, we have been measuring and reporting GHG emissions, together with the development of targets and KPIs for GHG abatement. In order to limit and maintain these emissions within acceptable limits, we have consistently employed cutting-edge technologies. We have also taken active measures to reduce emissions outside our operations.

About 85% of our GHG emissions are from our processing plants. Fuel combustion in furnaces, diesel generator sets, flare exhausts and boilers at our refineries also cause emission of nitrogen oxides and sulphur oxides. We have installed sulphur hydro treaters at our plants to manage this. These lower the sulphur level of diesel oil in compliance with ultra-low sulphur diesel (ULSD) product standards for usage in our refinery operations.

At our fuel retail locations, we have implemented a Vapour Recovery System that captures petrol vapour during transfer and vehicle fuelling. This system converts the captured vapour into re-saleable fuel, which helps increase fuel margins and reduces waste. This system also controls VOC emissions and

thus reduces environmental impact. The system supports a smart accounting system that tracks and reconciles the volume of recovered fuel for sales. Overall, the implementation of the Vapour Recovery System has a positive impact on the environment and business operations at our retail stations.

At Dugas, we have implemented several projects to control emissions. For example, the diversion of excess natural gas from the feed dryer regeneration system to the hot oil system has led to a reduction of 1,219 CO<sub>2</sub> emissions. Dugas has also optimised the heating circulation temperature of hot oil heaters, which has resulted in a reduction of 1,103 CO<sub>2</sub> emissions by reducing fuel gas usage.



+ Case study

## Improving fuel efficiency at Dugas

At Dugas, we had a hot oil heaters (HOH) system attached with a heat recovery system from the gas turbine exhaust, which had become one of the major consumers of natural gas. However, the gas turbine was obsolete, and the HOH system needed to be optimised for fuel gas reduction. In early 2021, a survey was launched by the Dugas team to study the heating circulation temperature of the HOH system. It was found that the system could work efficiently with a reduced heating circulation temperature. All parameters were adjusted in the HOH system, resulting in a reduction in fuel gas consumption as well as CO<sub>2</sub> emissions.



**1,103 tonnes**  
Decrease in CO<sub>2</sub> emissions as a result of the implementation of the system

+ Case study

## Cooling innovation cuts down energy costs

### EMGAS Jebel Ali LPG Filling Plant

In pursuit of improved energy efficiency, the EMGAS Jebel Ali LPG Filling Plant embraced an innovative cooling technology. With the implementation of the wet-wall evaporative cooling system, designed to cool the intake air for AC systems, the plant has seen a significant reduction in energy consumption. By wetting a mesh-like material surrounding the condensing coils, the air entering these coils becomes cooler than the ambient air. This simple yet effective solution resulted in substantial energy savings, with an 8% reduction in consumption. The plant's administration building, equipped with two 20-tonne AC units, benefitted from this cooling system upgrade.



**4,800 kWh**

Annual energy savings as a result of innovative cooling technology

**30 tCO<sub>2</sub>e/year**

Carbon emission reduction by wet-wall cooling

**AED3,204**

Cost savings per year

### Horizon Emirates Terminals

At Horizon Emirates Terminals (HTL), two air-cooled carrier chillers in the administrative building consumed substantial energy. These chillers had been running continuously, especially during summer days. In response to this energy challenge, a comprehensive assessment was conducted to find a solution. The result was the installation of a wet-wall evaporative cooling system, which, on average, provides 65-75% cooler air than ambient air. This forward-thinking approach reduced the electricity consumption by 8-11%, addressing the load on the chillers and improving overall energy efficiency.



**65%**

Saturation efficiency resulted from wet-wall evaporative system

**AED32,277**

Cost savings per year as a result of innovative cooling technology

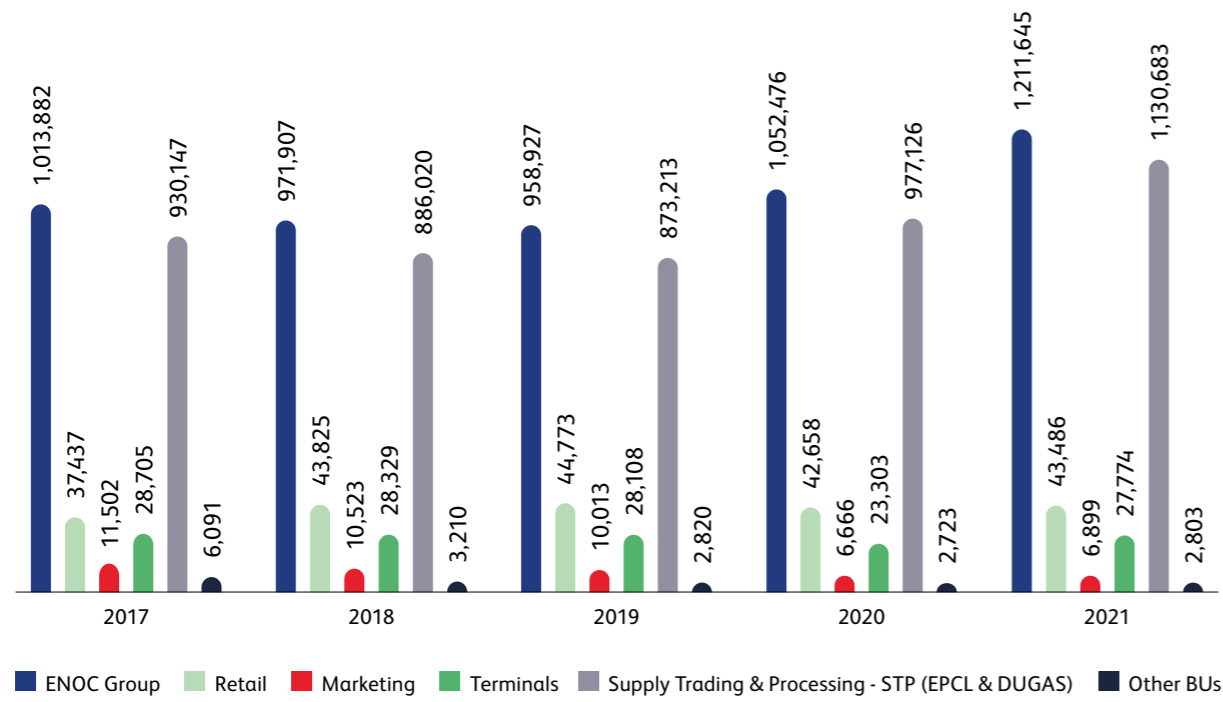
**8-11%**

Reduction in energy consumption

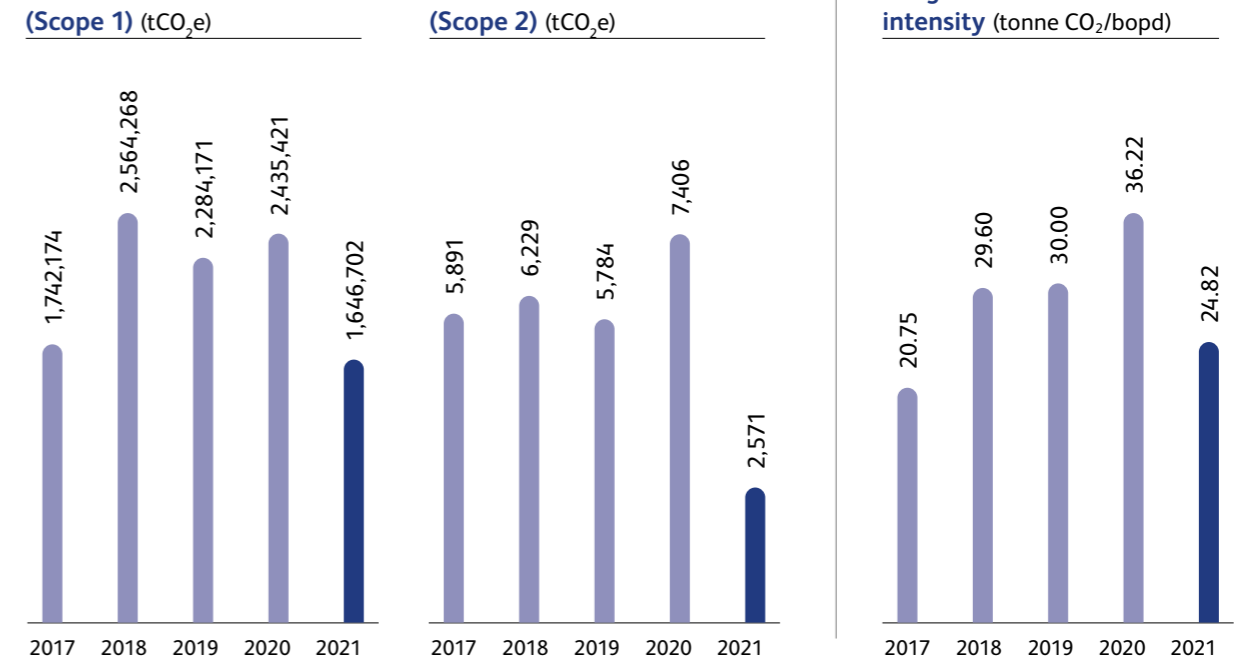


Performance dashboard

GHG emissions for the ENOC Group and segments (Scope 1) (tCO<sub>2</sub>e)

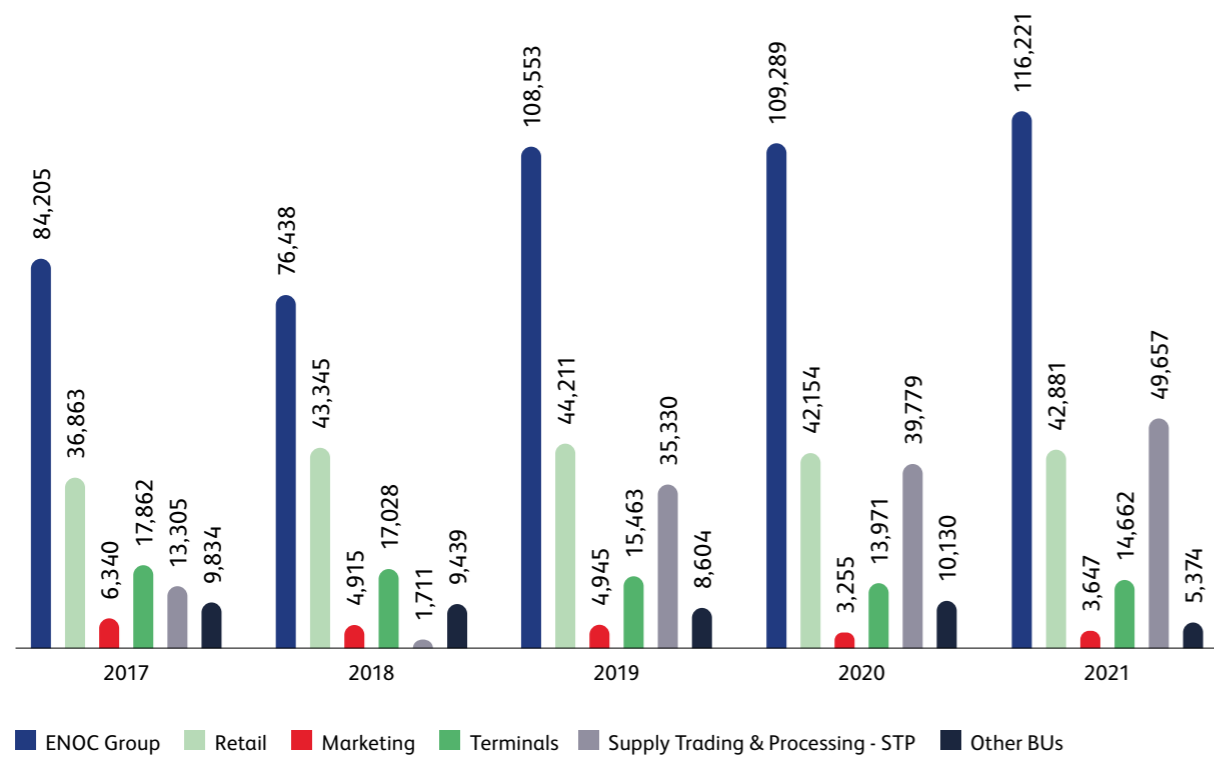


Dragon Oil GHG Emissions



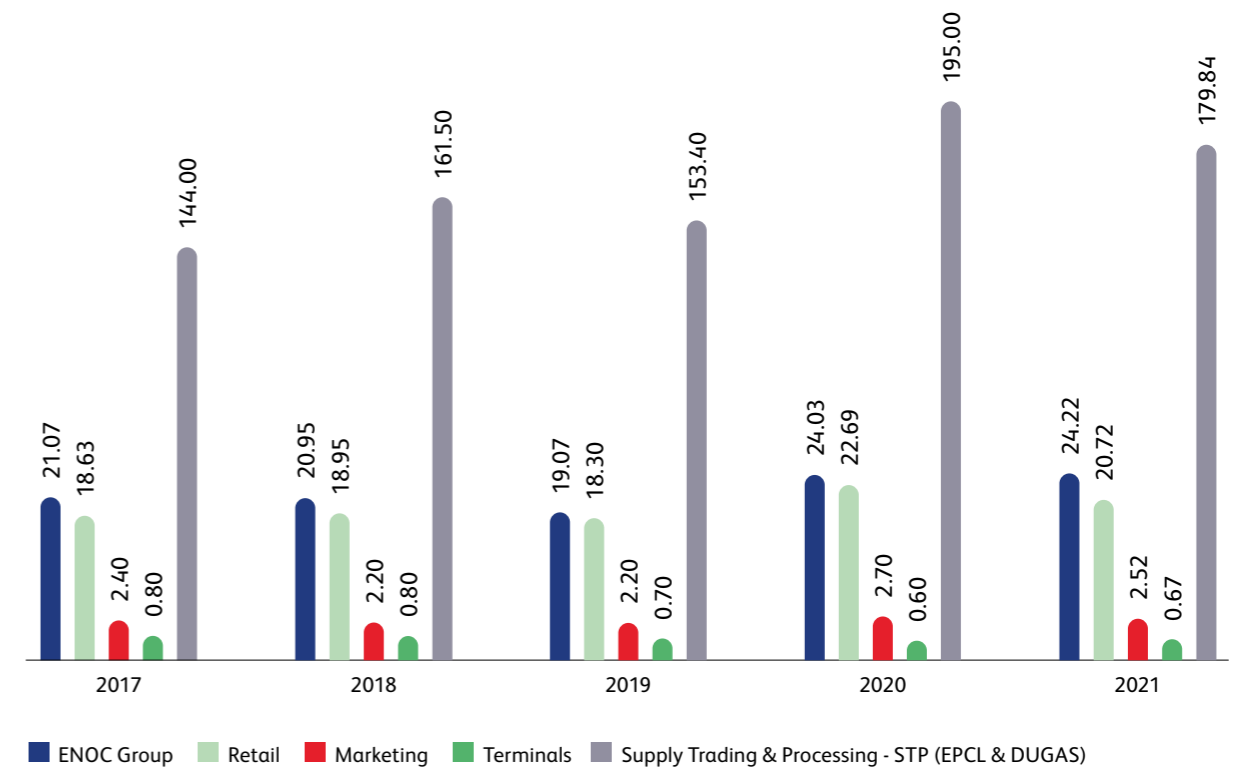
Indirect GHG emissions for the ENOC Group and segments (Scope 2) (tCO<sub>2</sub>e)

Indirect emissions for the Group increased due to higher electricity consumption at STP BUs.



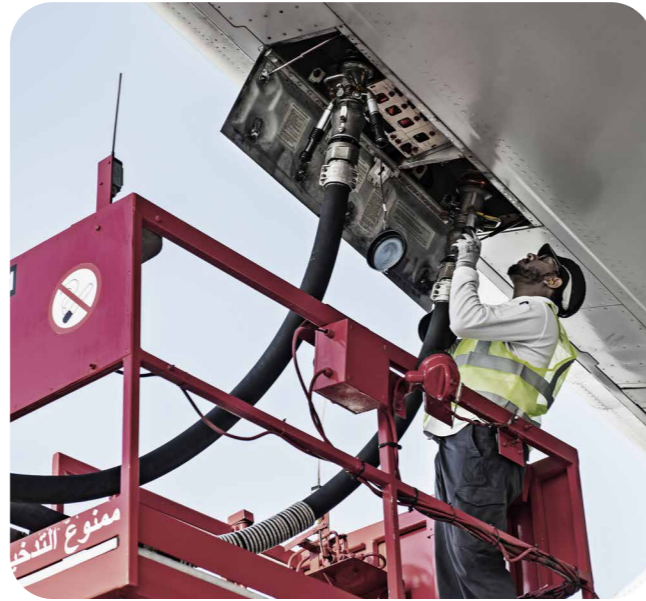
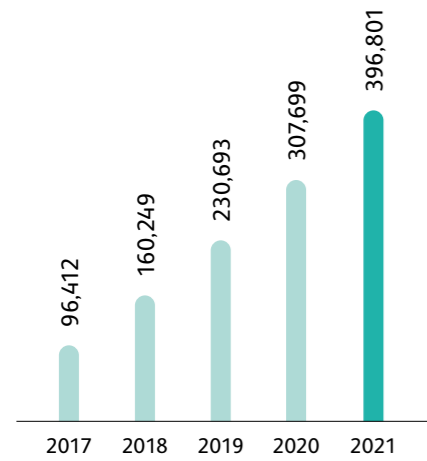
GHG emissions intensity for the ENOC Group and segments (kg CO<sub>2</sub>e/tonne production)

The marginal increase in the Group's GHG emissions intensity is mainly due to higher natural gas consumption at EPCL.



**ENOC Group cumulative CO<sub>2</sub> avoided (tCO<sub>2</sub>e)**

With a number of E&RM initiatives, the Group avoided cumulative CO<sub>2</sub> emissions of 396,801 tCO<sub>2</sub>e in 2021.



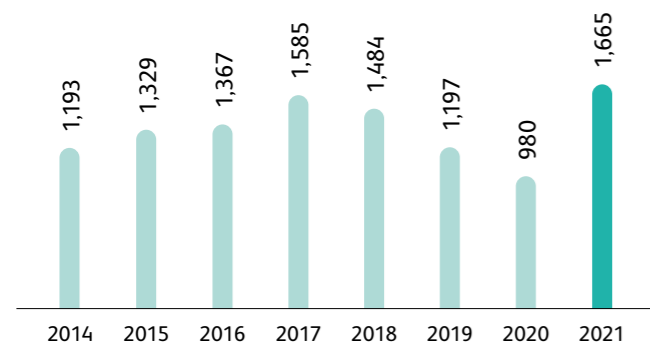
**Reduction of GHG emission**

Overall GHG emissions increased due to consumption of imported natural gas at EPCL and higher diesel consumption at HTTSA and HSTPL. At the same time, Dragon Oil observed a decrease in GHG emissions due to a reduction in routine flaring and a reduction in electrical energy consumption.

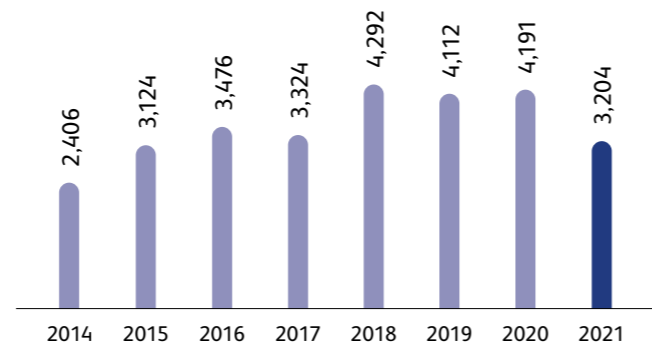
Particulars	(kgCO <sub>2</sub> /tonne)		
	2019	2020	2021
ENOC	-12.86%	-1.15%	-1.15%
Dragon Oil	0.84	21.38	-32.38

**Nitrogen Oxides emitted**

**ENOC (metric tonnes NOx)**



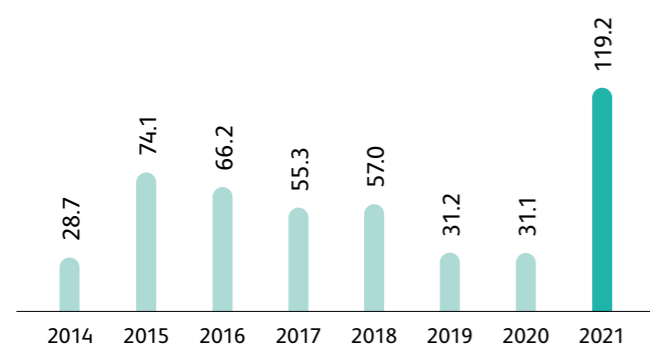
**Dragon Oil (metric tonnes NOx)**



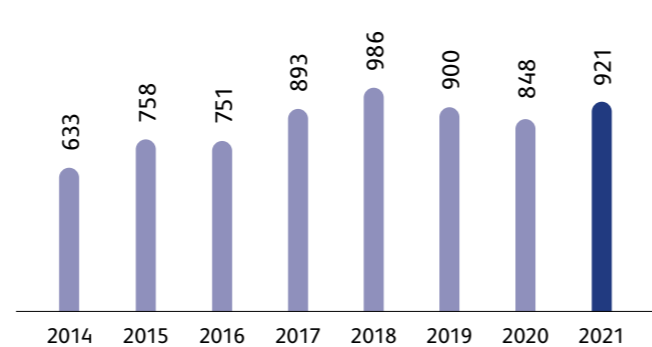
**Sulphur Oxides emitted**

Higher NOx and SOx emission is reported by EPCL due to higher natural gas consumption during the expansion activity.

**ENOC (metric tonnes SOx)**



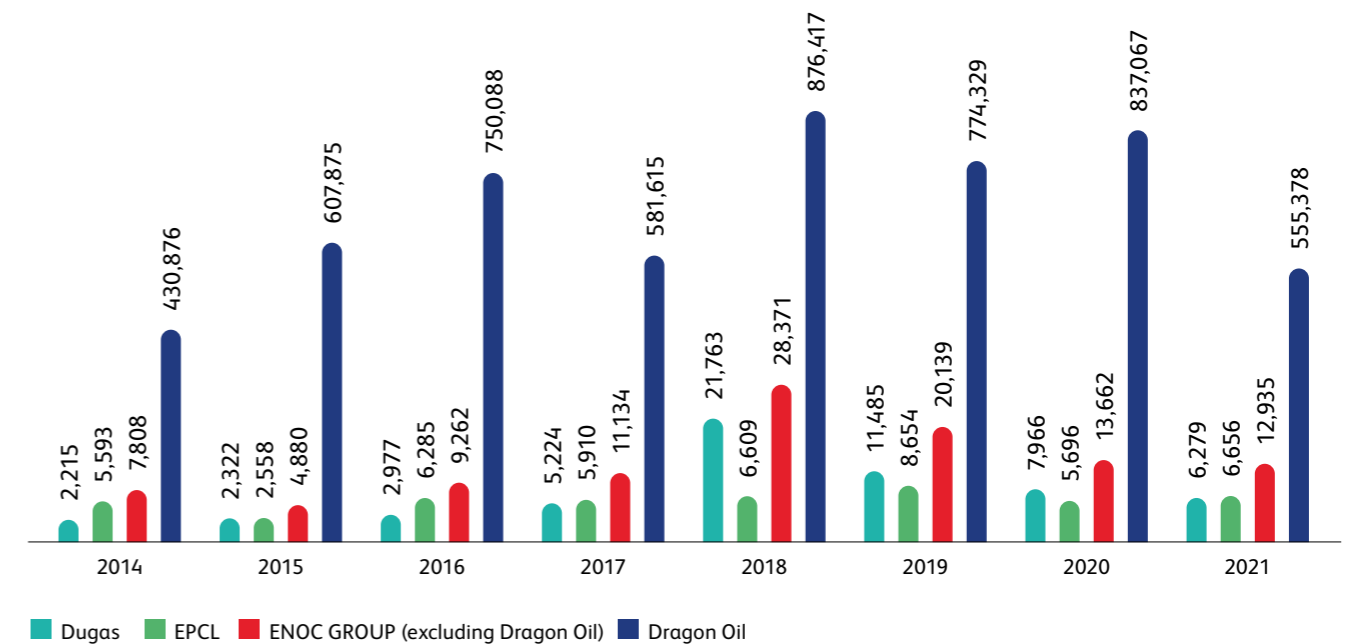
**Dragon Oil (metric tonnes SOx)**



**Flaring**

EPCL and Dugas have made strides in 2021 for reducing routine flaring by 22% collectively, however, EPCL reported purging activities due to expansion that resulted in higher flaring. Through the implementation of advanced technologies and process optimisations, we have minimised the need for routine flaring, which is a common practice to dispose of excess gases. These efforts not only reduce greenhouse gas emissions but also enhance resource utilisation by converting potential waste into valuable products. This initiative aligns with SDGs and underscores our dedication to sustainable practices in the energy sector.

**Flaring for ENOC Group and Dragon Oil (metric tonnes)**



Water management

# Fostering water stewardship

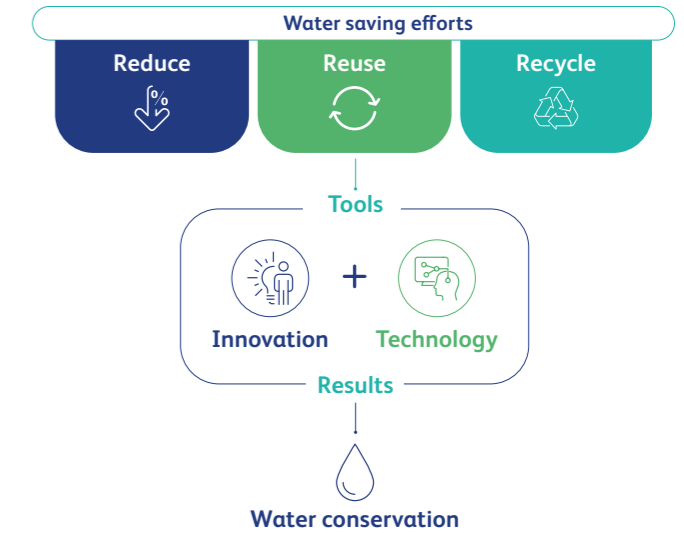
At ENOC, we take our responsibility to reduce our water usage and protect water resources seriously. Our water management efforts are aligned to the UAE Water Security Strategy 2036, which is designed to reduce the demand for water resources by 21%. Additionally, we have targets that are aligned with Dubai's aim to achieve 30% water savings by 2030.



Environmental stewardship

We encourage efficient water use in our operations, seeking to reduce water wastage and minimise loss. We constantly pursue initiatives to save water or recover the water we do use. We understand our role in promoting effective water management, and we prioritise the optimal use of fresh water in our processes.

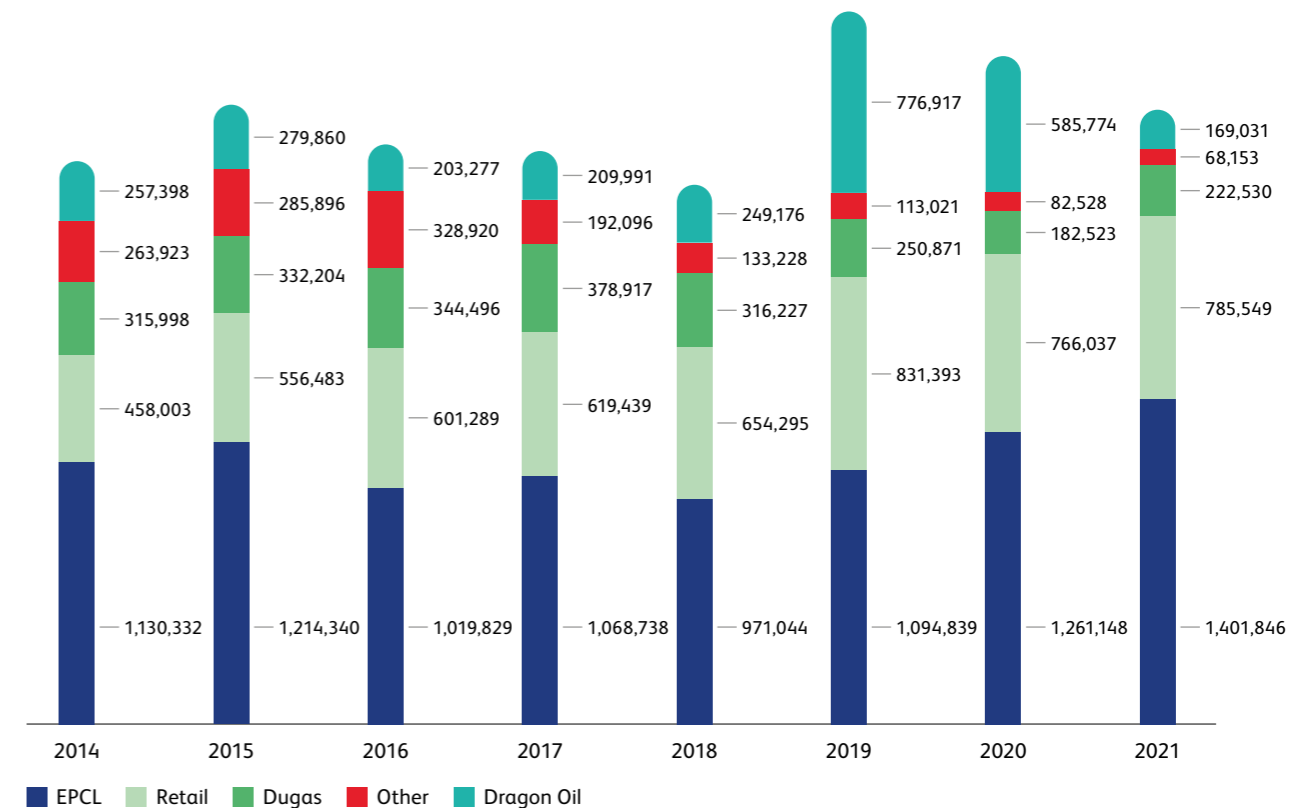
To decrease freshwater consumption, we have set up water recycling facilities in our BUs. These include carwash recycling systems, Oil Water Separators (OWSs), and Wastewater Treatment Plants (WWTPs). We mandatorily install water-efficient fixtures and water leak detection systems in new buildings and facilities whenever possible. We train our staff on 'Water and Wastewater Management' all through the year as per the planned training calendar of the Group Sustainability Team.



## Performance dashboard

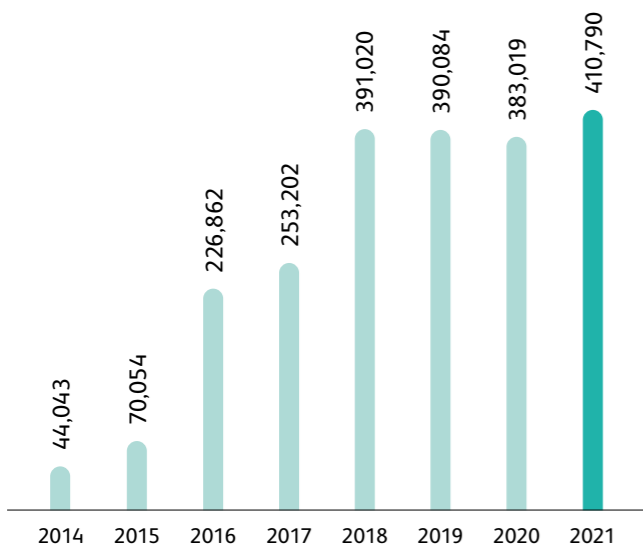
### Water consumption (m<sup>3</sup>)

Total water consumption for the Group increased due to higher water consumption at EPCL due to expansion activities, Dugas cleaning and flushing requirements, and the introduction of new retail service stations.

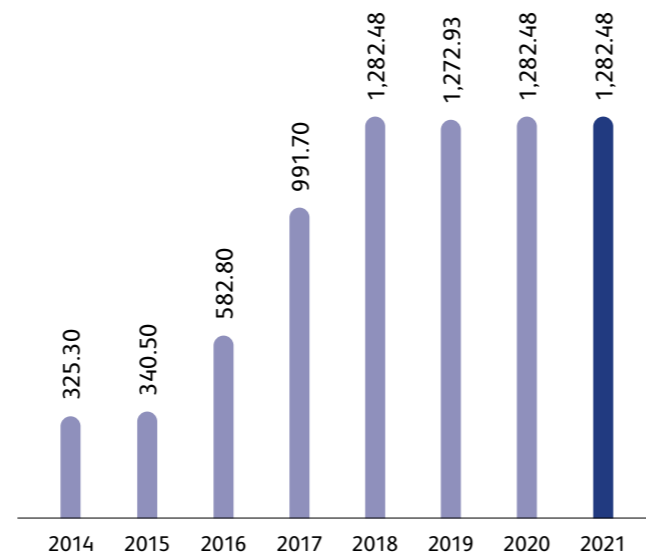


## Water management

ENOC recycled water (m<sup>3</sup>)



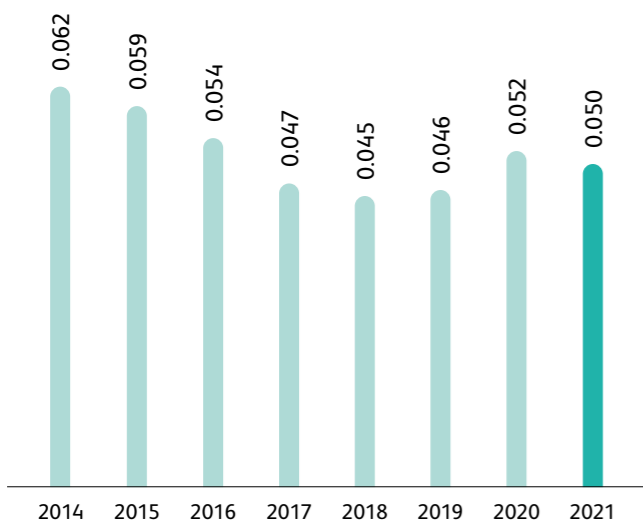
Dragon Oil produced water (000's m<sup>3</sup>)



### Water intensity

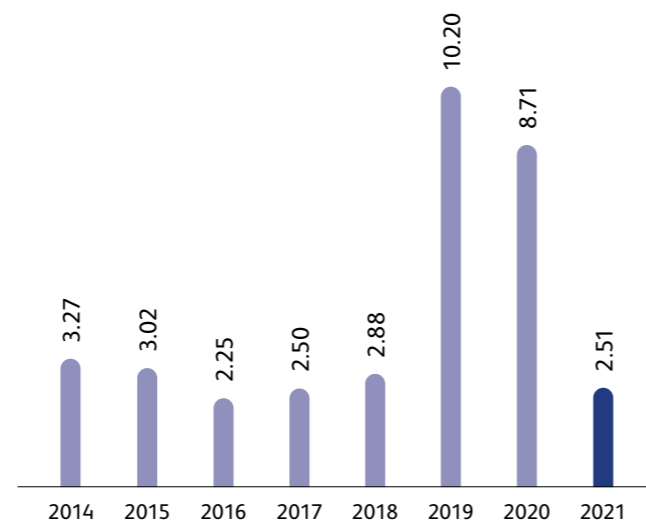
While ENOC Group has reduced its water intensity year-on-year, there is a slight decrease in the percentage of water recycled due to poor efficiency of recycling units in old stations. We have taken up this with the Retail team and recommended the conduct of an optimisation study for carwash wastewater recycling units.

ENOC Group water intensity (m<sup>3</sup>/tonne)



Dragon Oil produced water is constant over the years because of stable production.

Dragon Oil water intensity (in m<sup>3</sup>/bopd)



Dragon Oil water intensity is back to normal after seasonal and operational variations (reservoir maintenance, well ageing, water injection etc.) in 2019 and 2020.

Case study

### Smart water management at Retail EXPO Service Station

At our state-of-the-art Retail Expo site, we have integrated advanced water management systems. Our storm and grey water treatment system utilises cutting-edge carbon filtration technology to convert wastewater into irrigation-ready resources, effectively minimising water consumption. Moreover, our innovative 'Drinkable Air' system harnesses humidity from the air, treating it to create safe and drinkable water, thus contributing significantly to sustainability and resource conservation.



Case study



### Optimising operational efficiency through Oily Water Separator (OWS) retrofitting at ELOMP

In response to the environmental challenge of hazardous oily water disposal, we conducted a successful retrofitting project at the Emirates Logistics and Maritime Operations Platform (ELOMP). With an initial recycling rate of 39%, surpassing the 30% KPI, the project aimed to reduce a USD20,000 annual disposal cost. Innovative measures included advanced Chemical oxygen demand (COD) reduction technologies, skimmer installation for efficient oil removal, and rainwater diversion by levelling the OWS area. These enhancements not only reduced operational costs and improved environmental sustainability but also contributed to surpassing recycling targets. ENOC's OWS retrofitting serves as a model for organisations seeking to achieve operational efficiency while exceeding environmental goals.

Waste management and spill prevention

# Integrating circularity in business

Over the years, we have effectively cut down waste generation and increased recycling rate 5x since 2014. This reflects our approach to managing waste and effluents by ingraining the principles of circular economy into our operations. We continue to innovate and adopt new technology for effective waste disposal. We are reducing the use of paper, and the majority of our business units and corporate departments have completely banned single-use plastic, thus preventing plastic waste from entering landfills.

The World Bank estimates that waste generation will increase from 2.01 billion tonnes in 2016 to 3.40 billion tonnes in 2050, making it essential to strengthen 3R (Reduce, Reuse, Recycle) efforts globally at all levels to alleviate the additional burden on landfills. Waste management is undoubtedly a material topic for us at ENOC and is also integral to our stakeholders.

We have already implemented several initiatives to ban single-use plastics (SUP) at the Group level and reduce paper usage at work by digitalising our business processes. We also have Group-level annual KPIs to increase recycling rates year-on-year. Moreover, we continue to engage with government authorities, recyclers, and other relevant stakeholders to identify opportunities to enhance our recycling rates.

We comply with local waste regulations and use approved contractors for collection and treatment. Waste is managed by category, and we provide appropriate training to our business units on waste management. We strive to reduce waste and follow the waste hierarchy, with prevention being the most preferred option, followed by reuse, recycle, recover, treat, and disposal.

**39%**

Current recycling rate, having improved 5x from 6% in 2014



**+ Case study**

**ENOC's paperless strategy**

Following His Highness Sheikh Hamdan Bin Mohammed Al Maktoum's directive to the Dubai government to go paperless by 2021, we are aligning our efforts with the Dubai Paperless Strategy. The ENOC management has been following a proactive policy to go paperless. In 2021, ENOC Group's corporate departments reduced paper consumption by 54% as compared to 2020, in terms of AED value spent on paper purchase.

Our exercise to go paperless followed a stakeholder survey to gain insights into our processes and explore the feasibility of transitioning to a paperless environment. Through this assessment, we identified both short-term and long-term strategies aimed at enhancing operational efficiency and achieving our paperless objectives.

**Translating strategy into action**

- ENOC Paperless Strategy project**
  - Initiated post GCEO memo (June 2021)
- Group strategy exercise:**
  - Enlist paper consumption activities (e.g. presentation docs, memos, transactional docs)
  - Categorised by types

**Form sent to businesses and corporates**

**Feedback from stakeholders concerned**

- Identify activities suitable for going paperless
- Identify activities unlikely to go paperless due to external commitments

**Collection of stakeholder responses**

**Presentation of detailed report to EXCOM**

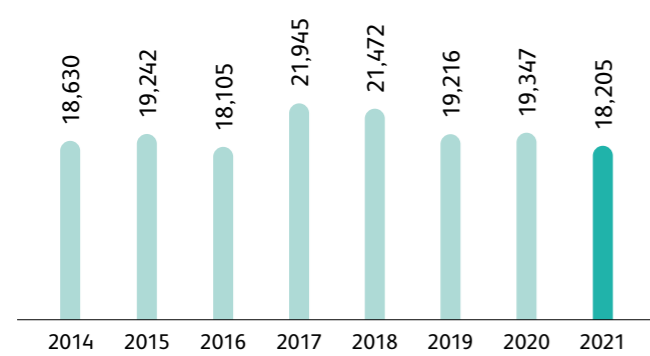
**Two key aspects to go paperless:**

- Quick solutions:**
  - Identify existing tools (including SAP system)
  - Change day-to-day printing approaches (e.g. use computers for meeting notes, laptops for presentations, provide E-certificates)
- Long-term solutions:**
  - Harness digital era (e.g. digital signatures, Document Management System or DMS)
  - Redefine business processes to align with Dubai Paperless Strategy

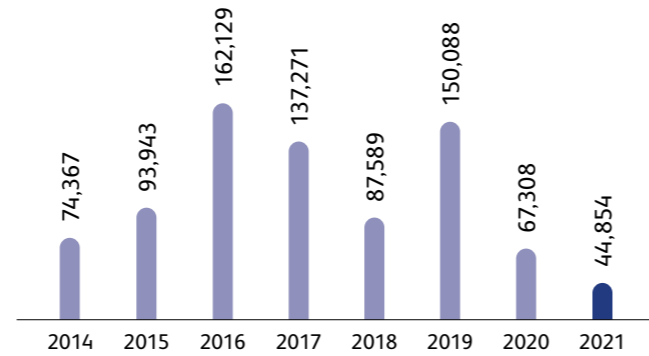
## Performance dashboard

### Waste generated

Waste generated by ENOC (in tonnes)

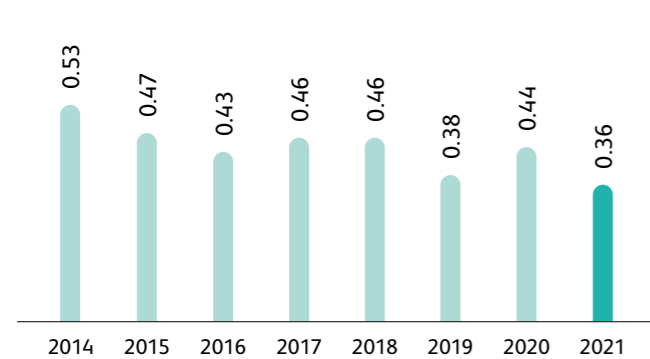


Waste generated by Dragon Oil (in tonnes)

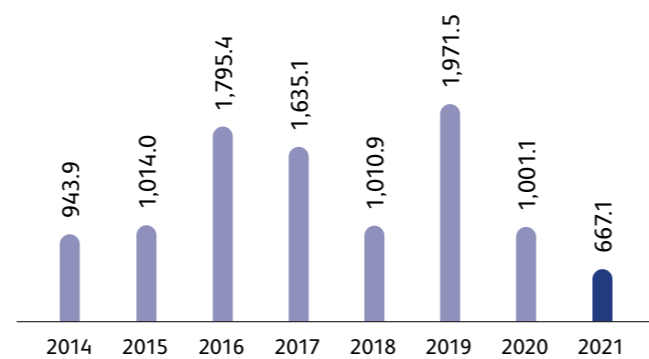


### Waste intensity

ENOC Group waste intensity (in kg/tonne)



Dragon Oil waste intensity (kg/bopd)



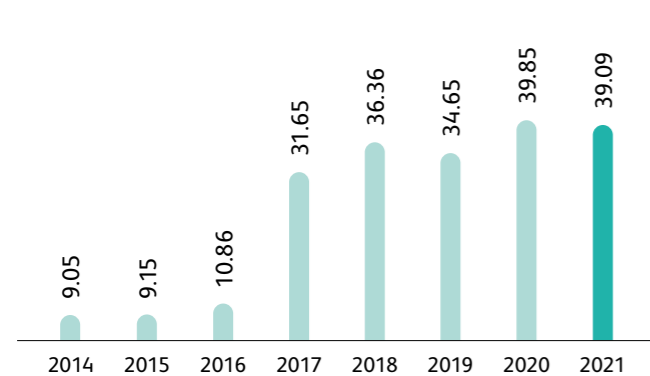
ENOC Group: The waste intensity reduced due to the % increase in recycled municipality solid waste reported by Dubai Municipality. Initially it was 14% and now it is 25%.

Dragon Oil: The quantity of waste generated reduced in 2021 due to better waste management practices.

### Waste diverted and directed to disposal

Recycled waste increased due to the initiative taken by the Group Sustainability Team to visit the Dubai Municipality landfill and identify further percentage of recyclables at their facility.

Waste diverted from disposal (% of total)



### Spill prevention and response

Given the nature of our operations, spill prevention is a critical to our functions and we ensure that both prevention and preparedness spill measures are adhered to and implemented. We follow stringent procedures to prevent and mitigate the potential effects of operational spills. Dragon Oil too has its own response system for accidental spills.

We have a risk-based mechanism to monitor spill prevention and action and this includes pipeline improvements across our facilities to reduce spill risks. We incorporate oil spill risk assessment into our contingency planning and identify potential spill scenarios and assess associated risks. The level of response is matched with the risk level and recorded in the Risk Register and Risk Assessment Matrix (RAM).

To assess the risk of oil spills, we follow a five-step methodology that aligns with the International Maritime Organisation's (IMO) guidance in the Manual on Oil Spill Risk Evaluation and Assessment of Response Preparedness (2010 Edition).

### Steps for oil spill risk assessment

- Evaluating the likelihood and consequences of potential oil spill scenarios
- Analysing their impacts
- Determining the appropriate response

We conduct a comprehensive annual MS audit of our business units to ensure they adhere to safety guidelines. This includes reviewing safety data sheets, chemical handling procedures, and pre-incident plans, as well as checking the condition and readiness of chemical storage and banded areas, drain covers, and spill kit equipment.

In addition, we have implemented the SIRE inspection system for all ships arriving at our ports. This system ensures that all safety and spill control systems are in place and functioning correctly. Failure to update their status in SIRE every six months will result in the ship being rejected.



# Enriching human capital

We believe that adequately skilling and training our people for the workplace of the future is crucial to ensuring our long-term growth and continued success. We invest in our people, nurture talent and build capabilities so that we can address talent gaps and hone skills that help us navigate the energy transition.

## + Highlights 2021

**11,000+**<sup>\*</sup>  
Total employees

**7,403**  
Expatriates

**1,410**  
UAE nationals

**2.2%**  
Attrition rate

\* Including Dragon Oil.

## + Our contribution to UN SDGs



+ promoting gender equality

+ driving and scaling innovation

+ encouraging Emiratis to lead change



# Valuing difference and championing diversity



We are committed to creating a workplace where all employees feel valued and respected and where they can thrive professionally. A diverse and inclusive workforce also helps us work better as a team to address the evolving needs of our customers and value chain partners.



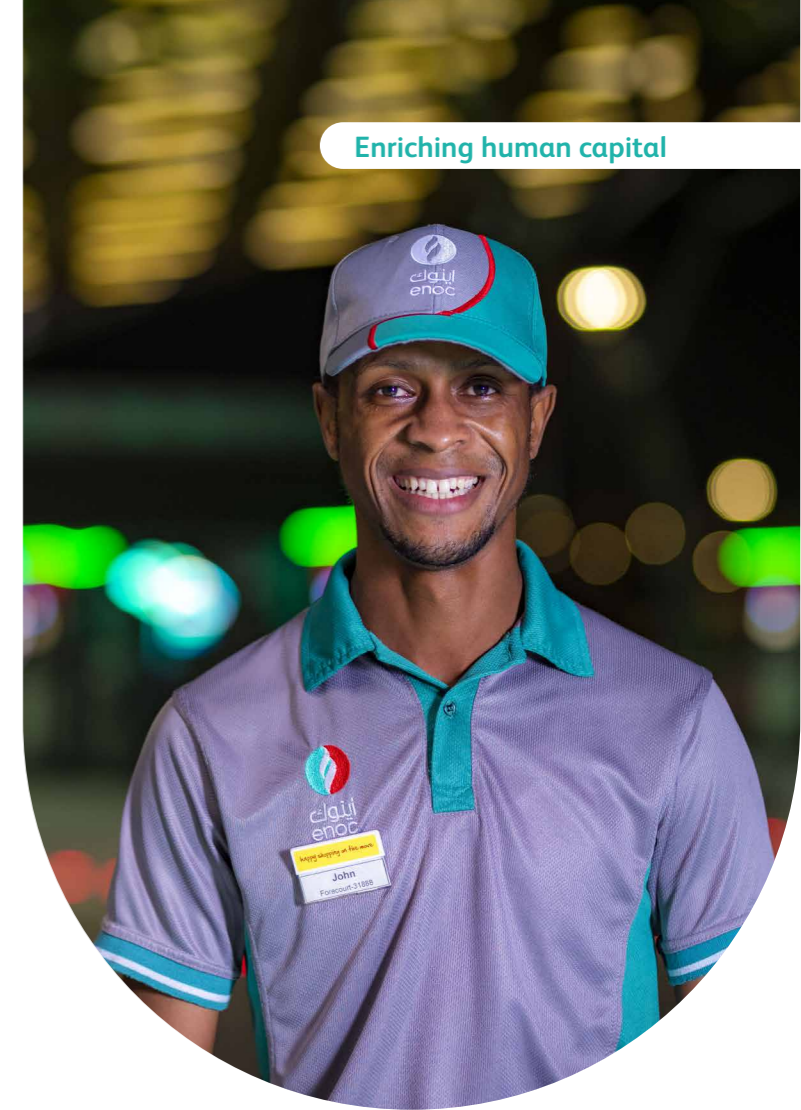
## Nurturing an inclusive and productive workforce

Our workforce is drawn from multiple cultures, nationalities and creeds and represents the social diversity that is part of our national fabric. Our proactive policies to nurture diversity and inclusion at the workplace is helping us unlock the full potential of our workforce and drive innovation and success.

We do not discriminate against our employees on the basis of race, colour, religion, nationality, social origin, disability and gender. This is in line with the recent UAE Labour Law 33 of 2020 amendment. We are also committed to fair and transparent hiring and promotion practices. By promoting these industry-leading HR practices, we believe we can attract and retain top talent, and drive innovation and success.

### Promoting gender equality

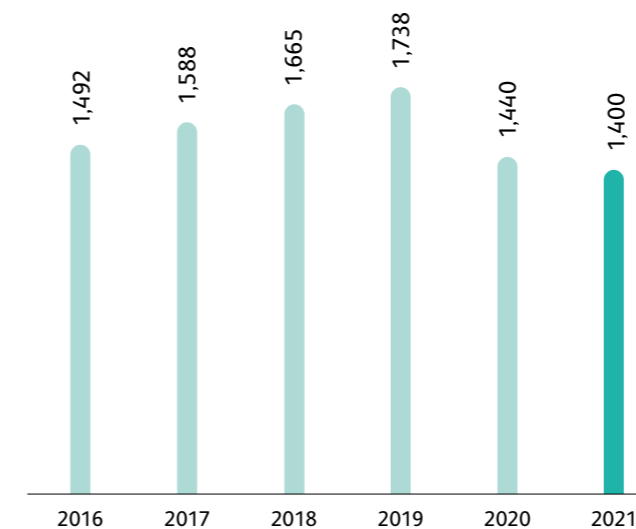
As a leading energy provider and top employer in the country, it is our mission to strive towards promoting women's representation in the energy sector. In keeping with this policy, we offer a range of programmes and initiatives designed to support the professional development of our women workforce, including training, mentorship, and providing them with opportunities to be in leadership and decision-making roles. Our efforts are in line with the UAE's ongoing efforts to achieve 30% representation of women in leadership roles. We also provide various on-the-job training and academic initiatives to develop the professional and personal skills of our female Emirati employees.



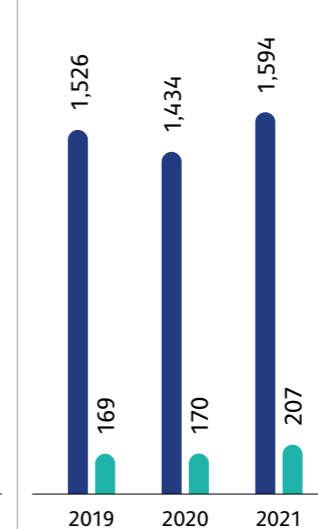
To promote gender equality in the workplace and improve worker-employee relationships, the offer of parental leave is an essential component of employee benefits. The offer also allows women to devote necessary time to childcare without the fear of losing their jobs or losing income.

### Parental leave distribution

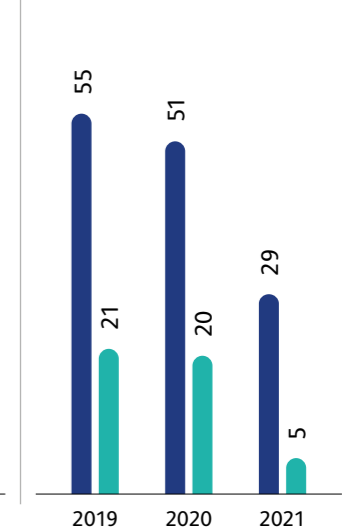
Female employees in ENOC



Employees entitled to parental leaves



Employees who availed parental leave





## Diversity and inclusion

### Promoting Diversity & Inclusion across all levels

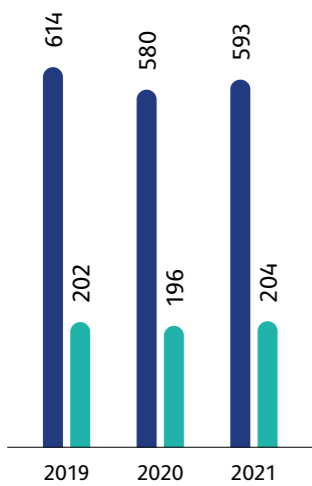
We promote shared leadership and shared accountability. We aim to establish a broad-based organisational structure, where management and technical employees collaborate to meet operational objectives.



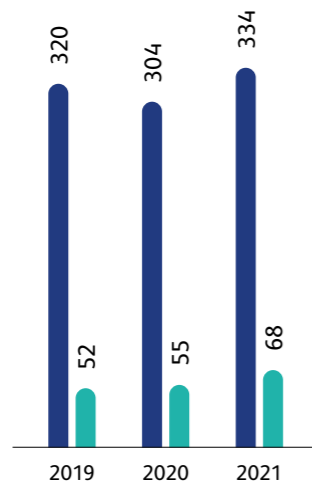
### Gender diversity across management categories

■ Male ■ Female

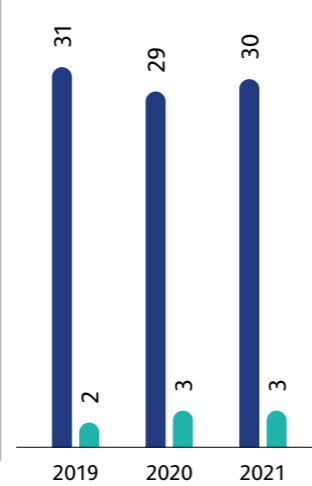
#### Junior Management (Grade 7 to 9)



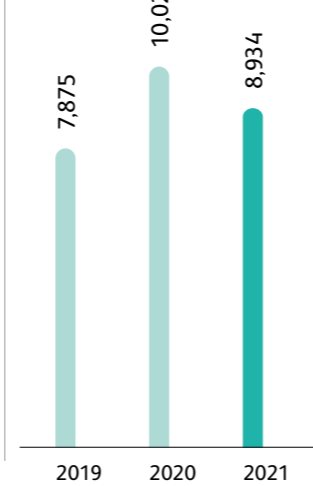
#### Middle Management (Grade 10-13)



#### Senior and Top Management (Grade 14-16)



#### Support (Below grade)



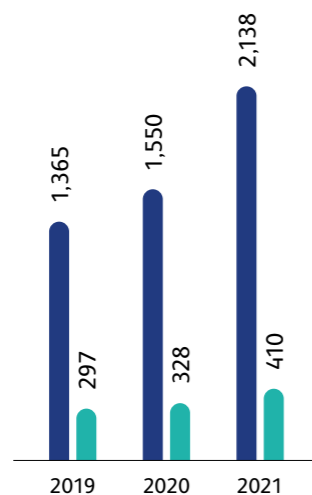
### Promoting diverse skill sets

We actively seek to hire and promote employees of all ages and skill sets, as we value the unique perspectives and experiences that different age groups can bring to the workplace. We have special programmes for the youth to build their competencies through training. We believe that an age-diverse team help the organisation by bringing together diverse abilities, skills, information and networks.

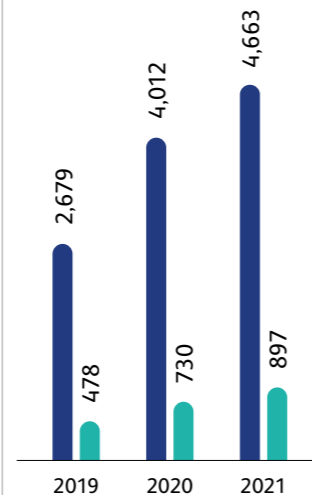
### Age structure of the workforce

■ Male ■ Female

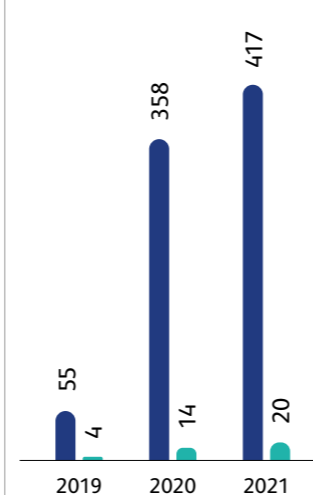
#### <30



#### 30-50



#### >50



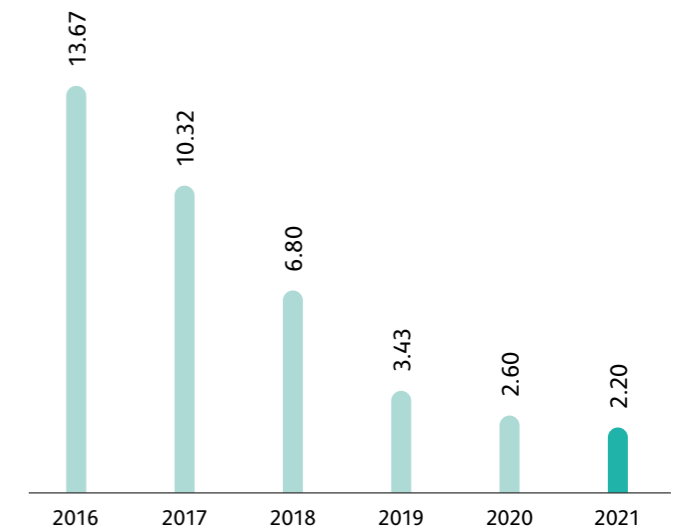
Figures not including Dragon Oil

### Promoting a culturally diverse workforce

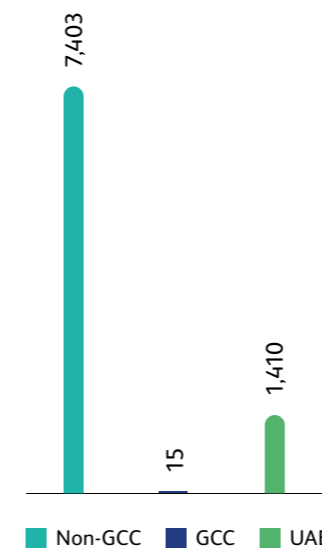
As an energy provider with operations spread across the globe, it is natural for us to have a workforce that draws from multiple nationalities, cultures and creeds. Workplace diversity and inclusion help build diverse teams that bring their diverse capabilities, points of view and skill sets to the table. Our cultural diversity is reflected at different levels across the organisation, including the top management, composed of UAE nationals and professionals of other nationalities.

Collaboration promotes a more cohesive and effective team, as individuals are able to work together and utilise each other's strengths. This can lead to better problem-solving and decision-making, increased productivity and success and most important of all, better understanding and empathy. Our operations cover the West, the Middle East and the Far East. Our workforce consists of local talent and people from over 60 different nationalities.

### Attrition rate (%)



### Employee break-up by nationality



Emiratization at ENOC

# Empowering Emiratis to shape the energy landscape

To help support the UAE's vision to become a talent hub, we continue to invest in local talent so that young Emiratis can contribute to the nation's development and, as part of ENOC, take forward the energy transition.



**46%**  
Emiratization achieved in 2021

**39.62%**  
Females among Emirati workforce at ENOC



ENOC is committed to supporting the UAE's efforts to promote Emiratization and aligned with Dubai Plan 2021. This includes providing training and development opportunities for UAE nationals, as well as increasing the number of Emiratis in leadership positions within the Company. ENOC is also working to create more job opportunities for UAE nationals in order to support the growth of the national workforce. These efforts are part of ENOC's broader mission to support the development of the UAE's energy sector and to contribute to the country's long-term economic growth and stability.

## ENOC Graduates Development Programme (ENOC GDP)

We have launched various initiatives to support the growth and development of Emirati talent, including the first-of-its-kind comprehensive Graduate Development Programme (GDP) in 2016. The programme focuses on developing the functional, behavioural, professional, managerial, and leadership skills of UAE nationals.

Through this programme, we support young UAE nationals in their transition from university to the workplace. This six-month rotational programme introduces recent graduates to the entire ENOC value chain, enabling them to put their skills to use and deepen their understanding of the Company's operations while improving their capacity to take on management and leadership responsibilities in the future. The Induction Programme is for three months, and the duration of GDP is two years from the joining date.

Enrolment in GDP



## Building capabilities

Several collaborations with academic institutions, including Heriot-Watt University and Higher Colleges of Technology (HCT), drive our capability-building programmes. Additionally, we recognise and train recent high school graduates through a technical training programme, run in conjunction with the HCT. Graduates of this programme may start at the entry-level in our main oil and gas operations at the refinery, terminals, and other facilities.

Additionally, we provide a Summer Training Programme (STP) for local students, who are enrolled in their first or second year of college, or in high school. This initiative aims to provide young nationals with an early opportunity to gain work experience, in addition to exposing them to the ENOC culture and improving their job prospects.

## Giving Emiratis the digital edge

We introduced 'Masar' in 2019, which is an innovative digital transformation programme targeted to digitally integrate all our divisions to enhance efficiencies across our core operational and support functions. Thus, Masar is also about unifying operations through digitalisation and achieving digital excellence. This transformation is enabled by the Group-wide adoption of SAP, led by the Shared Services Masar team.

For recent Emirati graduates, we offer a specialised SAP development programme in accordance with the Masar enterprise resource planning (ERP) system. We developed 25 numbers of university graduates to acquire the digital and soft skills necessary to become certified SAP Associate Consultants on SAP's most recent solutions via the Young Professional Programme of the SAP Training and Development Institute.



Learning and development

# Scaling capabilities to address the talent challenge

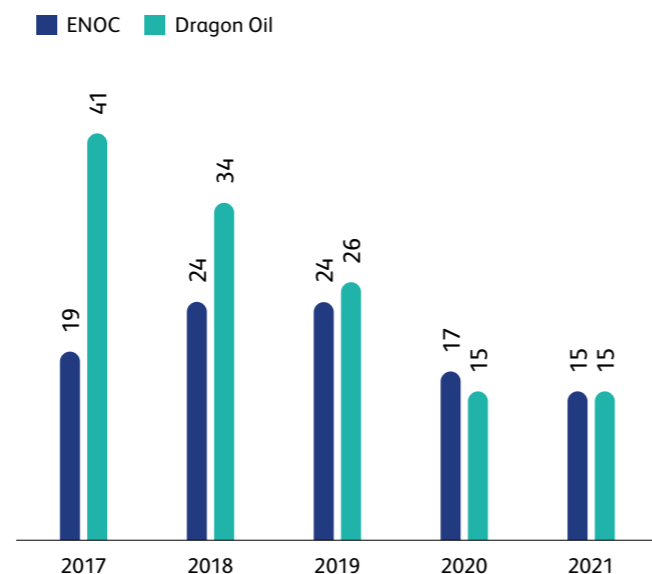
Increased automation, digitalisation and advanced technology are creating new challenges for the workforce. We are building our people capabilities through continuous learning, upskilling of our employees and harnessing innovation through the adoption of advanced technologies and digitalisation. At the same time, we are finding ways to effect behaviour changes, create empathetic leadership and inspire our people so that we can work as 'One ENOC' for the challenges ahead.

## Training and development

To prepare our workforce for the work environment of the future, we offer them extensive training and development opportunities which they avail either in individual competency building or as a team player. We use the 70-20-10 learning model to ensure they have experience both on and off the field. During 2021, our employees undertook over 302,436 (Including Dragon Oil employees) of formal training, and completed nearly 25,000 courses, an increasing number of them through online training modules.



Training hours per employee



**2021 training snapshot**

**302,633** hours  
Of formal training (including Dragon Oil employees)

**35,684** hours  
Total training hours for Dragon Oil

**AED0.14** million  
Spent on training in 2021

## Trainings on Sustainability, Energy, Environment and CSR

In 2020, our CSR strategy was rolled out. 15 trainings were conducted about CSR strategy to make sure employees understood it, and 5 trainings on CSR awareness were conducted. In 2021, the regular trainings were delivered (CSR Awareness training).

	2020			2021		
	Training hours delivered	Total number of attendees	Total trainings delivered	Training hours delivered	Total number of attendees	Total trainings delivered
CSR	2,700	858	20	252	84	5
Energy	881	199	15	1557	413	15
Environment	714	348	16	936	468	17
Sustainability	305	64	4	572	359	10
<b>Total</b>	<b>4,600</b>	<b>1,469</b>	<b>55</b>	<b>3,317</b>	<b>1,324</b>	<b>47</b>

### Ingraining the 'One ENOC' culture through learning and development programmes

Employee engagement at ENOC is supported by progressive policies and effective employee-focused programmes. We have a Learning Management System, which we are constantly improving by adding to its infrastructure. We offer 9,119 courses digitally, and we are in the process of developing an e-library to make learning and development more accessible to our employees. These courses include online courses through our SAP Learning Management System, which is integrated with LinkedIn Learning. We encourage upskilling through increased adoption of e-learning courses, which helps enhance job-specific and behavioural skills, ultimately increasing engagement and task efficiency.

An impressive 96% of participants in these training courses in 2021 rated these as 'good' or higher.

We achieved 100% completion of our Job Creation Programme, providing role clarity, digital competence assessments, and upskilling. Effective succession plans have been implemented to ensure business continuity.

**9,119**

Online courses offered by ENOC's digital library

**22,339** hours

Training hours using Learning Management System

### Creating a future-ready workforce and workplace with Masar

With Masar, we have entered another phase of our digital transformation journey. The Masar InfoHub, a comprehensive resource, now offers enriched content that is both relevant and useful. This user-friendly platform streamlines access to all information related to the Masar programme.

In 2021, the programme introduced SAP's S/4HANA ERP system, integrating 33 ENOC companies and automating over 1,300 business processes. This world-class digital ecosystem enhances operational efficiency, real-time visibility, and information security. The year also saw the deployment of digital technologies such as digital permit systems, online incident reporting, and customer-facing platforms such as Vitaly X lubricant performance monitoring and e-commerce partnerships.

The ENOC Next technology accelerator programme supports tech start-ups, with successful ventures like BEEMA and E-Link contributing to the tech-driven expansion of ENOC's business offerings. ENOC's investment in SAP and digital solutions aligns with Dubai's vision to become the world's first digital economic capital.



# Boosting involvement and outcomes

Employee engagement at ENOC is more than a workplace initiative; it is a vibrant, two-way connection between our dedicated workforce and our organisation. Our people have been critical to ENOC's navigation of the evolving business challenges and our E&RM and community initiatives. We are constantly improving our ways to stay connected, incorporate their feedback and work together on our chosen growth objectives.

We are committed to fostering employee engagement, as evident in our 2021 employee engagement score of 4.44, which positions us among the top global companies. Central to our approach is a robust recognition programme, including competitive compensation, benefits, and a range of awards such as long service awards, ENOC Energy Awards, SEP awards, Learning and Development awards for 2021, as well as ongoing spot awards for exceptional contributions. We prioritise active employee engagement and continue to listen to their ideas and perspectives in order to nurture a motivated and committed workforce.

4.44

Employee engagement score



## ENOC's Youth Council

ENOC's Youth Council is a dynamic initiative driven by our commitment to foster youth-led development and community well-being. Comprising dedicated ambassadors and key leaders who connect ENOC with the Federal Youth Authority, the council empowers our Emirati youth. By involving them in decision-making and policy development, we nurture them into young leaders who play pivotal roles in our projects within the oil and gas sector.

In 2021, the concept of Youth Council was introduced to ENOC youth to support in forming the base to develop ENOC's Youth Council. Three awareness sessions were conducted for ENOC's youth to upskill their knowledge and information on the council's formation. The sessions covered the objectives of the council, goals and purpose, structure, roles and responsibilities, criteria of selection, and how to apply. The youth council will serve as a platform to identify and recognise young talent, fuel their growth, and foster networking opportunities in alignment with the National Youth Agenda and Strategy. At ENOC, we are striving with our young talents to implement digital and eco-friendly solutions that enhance operational efficiency, contributing to a sustainable energy sector.

### Key objectives of Youth Council

- Enhance the role of youth in the ENOC Group to promote all-around development in the energy sector
- Promote innovation and creativity among talented youth
- Develop initiatives that support and strengthen the role of youth in ENOC Group
- Encourage networking of young employees in local and international forums
- Discuss challenges faced by youth in ENOC to provide solutions that will make their workplace, productivity and services better

## ENOC Townhall

Amidst the challenges posed by the COVID-19 pandemic, we conducted the ENOC Virtual Town Hall video series. Our Group Strategy team, in collaboration with our Group Communications team, has innovatively transformed our annual town hall into a virtual format. This platform serves to provide comprehensive updates on our business performance, celebrate our milestones, and promote knowledge exchange regarding the future of our organisation. Multiple episodes featuring our management and team members were lined up, providing an engaging and informative town hall experience for all.



### Episodes line-up

EP	Presenter	EP	Presenter
01	A MESSAGE FROM OUR GROUP CEO H.E. Saif Humaid Al Falasi Group CEO	03	THE WAY FORWARD Eman Saleh Manager-Strategy & Performance Management
02	LAST YEAR IN UNDER 5 MINUTES Mohammad Sharaf Group CFO	04	THIS IS WHERE WE BEGIN ExCom members and our colleagues

Employee engagement

# Prioritising innovation at ENOC

As an organisation deeply committed to fostering innovation, we are keen on internalising the latest industry advancements and upskilling our workforce in keeping with these emerging trends. This means harnessing the transformative power of data analytics, the Internet of Things, Artificial Intelligence, Robotic Process Automation, and Blockchain. These innovations have the potential to reshape our business through incremental improvements, breakthroughs, radical shifts, and disruptive transformations, enabling us to make a profound impact on our industry.

Together with imbibing these emerging technologies in our processes and operations, and upskilling our workforce to stay ahead of the curve, we encourage a culture of innovation at ENOC through various programmes that celebrate the spirit of innovation.

## ENOC Innovation Programme

The ENOC Innovation Programme is a cornerstone of our commitment to fostering a culture of creativity and forward-thinking among our workforce. This programme serves as a platform for our employees to publicise and promote innovative ideas. Implementation of these ideas has resulted in savings totalling AED86.9 million.

Since its establishment in 2012, the programme has received as many as 3,824 suggestions and successfully executed 332 of these innovative concepts. These endeavours have not only contributed significantly to cost savings but have also played a crucial role in cultivating a culture of innovation, and driving business and operational excellence.

## AED86.9 mn

Savings from the implementation of ideas voiced at the ENOC Innovation Programme



## Innovation Week

Innovation is at the core of the UAE Vision 2021, which seeks to cultivate a competitive economy. For ENOC, this vision resonates deeply with our own vision “to be an innovative energy partner, delivering sustainable value and industry-leading performance.”

In commemoration of the UAE Golden Jubilee and the UAE Innovation Week, celebrated under the banner ‘UAE Innovates 2021’, we held the Innovation Week from 21 February to 27, 2021. This served as a catalyst to rejuvenate our commitment to innovation and to drive this culture deeply across our Group.

To steer our innovation journey and provide clear direction, the Innovation Team has crafted Innovation Strategic Objectives and a roadmap for 2021 and beyond. These objectives are closely aligned with the UAE National Innovation Strategy and centre around five key initiatives:

- Fostering a culture of innovation across the Group
- Making innovation a top business priority
- Developing innovation drivers to achieve exceptional results
- Ensuring stakeholder happiness through best practices in idea management
- Building internal innovation capabilities and competencies and fostering collaboration with external industry experts

In 2021, during the Innovation Week, we conducted three sessions that our employees joined in massive numbers. These were:

### Innovation Arabia webinar

Workshop themed ‘Learning for a better life’

### Theme for panel discussions – ‘Smart future enablers’

Panel 1 topic:

‘The new reality of work’

Panel 2 topic:

‘A future ready workforce’

### A virtual session on design thinking about digital transformations conducted by Excelledia

A guest speaker session featuring Dr. Ahmed Al Ali, an expert in digital transformation

+ prioritising health and wellness

# Safe and secure operations

We understand that our long-term success depends on effectively managing risks to health, safety and environment and a continuous improvement of our HSE performance. To do so, we systematically evaluate jobs, processes, and procedures to eliminate and reduce various risks and hazards, and we involve our employees in the management of health and safety.

+ Highlights 2021

Zero

Fatalities

0.15

Lost Time Injury  
Frequency rate (LTIFR)

133,696 hours

HSE trainings

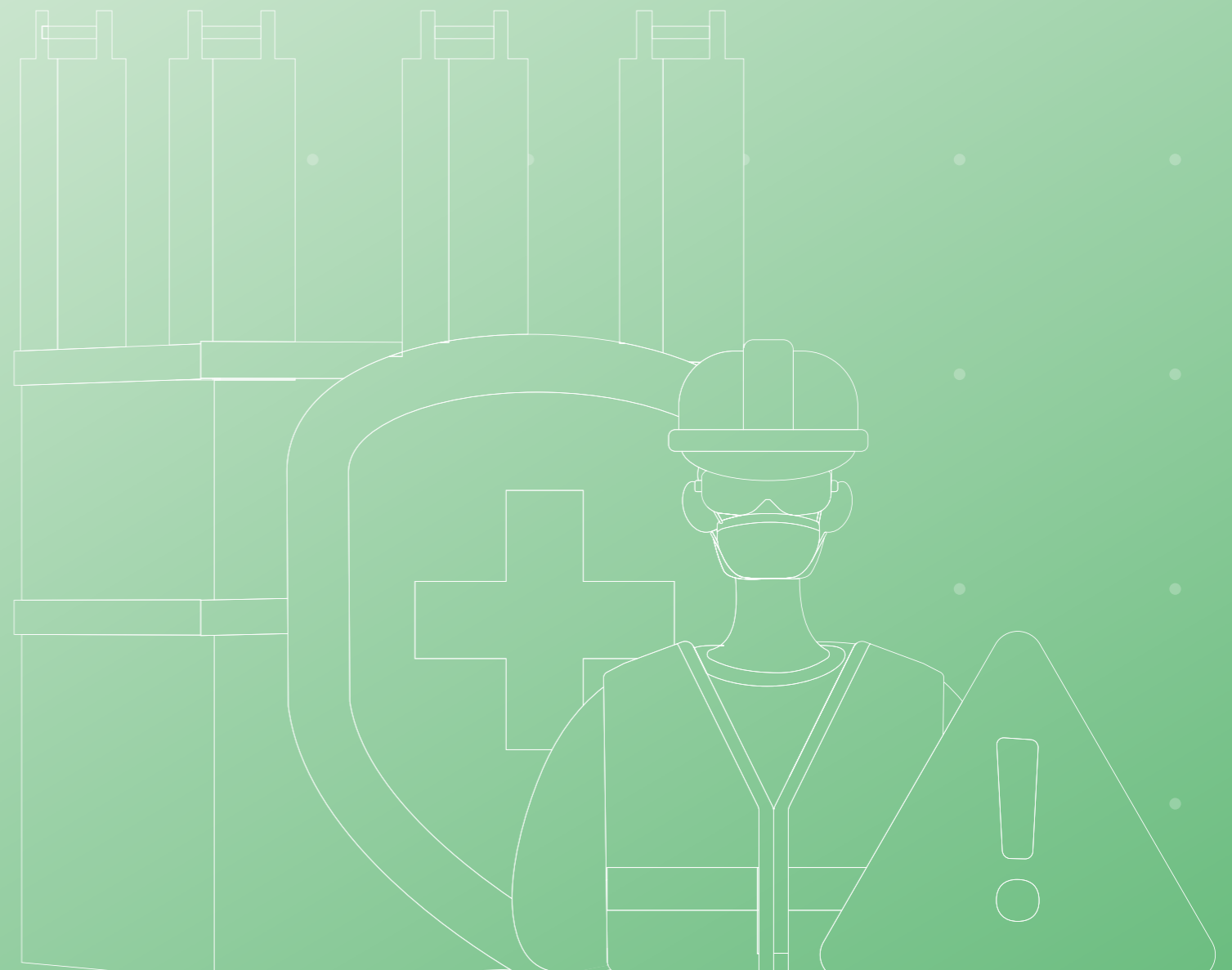
+ Our contribution to UN SDGs



+ promoting zero harm

+ managing risks proactively

+ staying prepared for emergency



# Furthering a positive safety culture

We are committed to operating our facilities in a manner which protects the health and safety of our employees and value chain partners, safeguards the environment and minimises the risk to people and local communities where we operate. We are guided by our Health, Safety, and Environment (HSE) Policy, and we continue to develop more efficient ways of managing risks. We assess ourselves against dedicated KPIs and set targets decided by the top management, including the Group CEO, Board Directors and designated Board Committees.

We consistently assess our capabilities in matters of health and safety using KPIs that are applicable to our businesses. Annually, the HSE Assurance Directorate establishes targets, with approval from the top management, including the Group CEO, Executive Directors, HSE Steering Committee, and HSE KPI Committee.

Regarding health and safety, we rely on both leading and lagging indicators for effective management. Leading indicators are proactive, enabling an assessment of the effectiveness of our activities and identifying potential safety and health hazards. Lagging indicators focus on past safety incidents, highlighting programme failures.

We have in place Emergency Response Plans (ERPs) in accordance with NFPA 1600 standards, detailing emergency actions and staff roles. Mandatory HSE training, comprising eight hours for office staff and three days for field staff (including permanent contractors), is a part of our protocol. We also conduct mock emergency drills, partnering with Dubai Civil Defence to create training modules for various staff roles.



## HSE training and development

We place paramount importance on the safety and well-being of our workforce. To this end, comprehensive training programmes are regularly conducted to equip employees with the knowledge and skills needed to ensure a safe working environment. These training initiatives cover a wide array of topics, fostering safety consciousness and preparedness.

In 2021, we conducted approximately 133,696 hours of health and safety training during site operations. We also initiated an Annual Segment HSE business plan featuring 18 focus areas to provide enhanced guidance for structured health and safety management throughout the organisation.

**133,696** hours  
HSE training conducted in 2021



## Health and Safety campaigns

At ENOC, we actively promote health and safety awareness through various campaigns and initiatives to keep employees and stakeholders informed about the latest safety protocols and best practices, ensuring a shared commitment to safety across the organisation.

### Health and Safety campaigns in 2021

- COVID-19 PCR and vaccination campaigns
- Retail Safety Week (World Day for Health & Safety at Work)
- Blood donation with DHA
- Joint safety campaign with MOEI ('Ignore & Ignite')
- Near Miss reporting
- Refresher on ENOC LSR Safety Pledge
- Heat Stress Campaign





## Employees recognition

To encourage good practices, safety awards and acknowledgements are given to employees and teams who demonstrate a dedication to safety excellence. These awards serve as a testament to our commitment to fostering a safety-conscious culture.

- COVID-19 Pandemic Frontliners Recognition: ENOC has recognised the efforts and sacrifices of those working on the frontlines and their roles in protecting the community.
- Best Safety Observation/Near Miss Recognition: In 2021, Dugas issued 12 safety awards, which are distributed quarterly for 'Best Safety Observation/Near Miss', in appreciation of the proactive stance of employees in ensuring safety.

**+ Case study**

### ELOMP's health and wellness initiatives transform lives

ELOMP's commitment to employee well-being is evident from their comprehensive health initiatives. In 2021, they conducted 28 health tests for the detection of pre-diabetic conditions and guided individuals towards healthier lifestyles. For those with Type-2 diabetes, ELOMP ensured that the individuals received proper medical attention and facilitated lifestyle changes, underscoring the business's dedication to promoting healthier habits and transforming lives.

**28**

Health tests conducted for detection of pre-diabetic conditions by ELOMP

## Emergency preparedness

We are proactive in ensuring that our workforce is prepared for emergency situations. Regular emergency drills and exercises are conducted in collaboration with external organisations to enhance readiness and response capabilities.

### Drills in 2021

In 2021, EMGAS conducted three major emergency drills in collaboration with Fujairah Civil Defence and the EERC team, reinforcing their preparedness for critical situations. ELOMP conducted two major drills in collaboration with Jaheziah and EERC, enhancing their readiness for emergency situations.

**3**

Major emergency drills conducted by EMGAS in 2021



## Firefighting training as part of emergency response and crisis management

We regard preparedness to be paramount in ingraining a safety culture. To this end, extensive firefighting training has been a cornerstone of our approach. As part of our commitment to HSE, we have conducted numerous events, campaigns, conferences, visits, and training sessions in 2021.

Among these, one notable is the training conducted for 2,635 staff members in various fire training courses. These comprehensive programmes are designed to equip our personnel with the knowledge, skills, and confidence needed to effectively respond to fire emergencies, reinforcing ENOC's unwavering dedication to safety and emergency preparedness.



## Hazard management

At ENOC, we promote a systematic approach to hazard identification, assessment, and control. We actively review and address hazards in our operations, ensuring that preventive measures and controls are in place to mitigate risks effectively.

### Programmes in 2021

In 2021, EMGAS reviewed its hazard register, meticulously capturing all hazards by activity. Dugas plant organised the Major Accident Hazards (MAH) workshop, which focused on managing and mitigating potential major hazards.

## HSE in times of COVID-19

To prioritise the well-being of ENOC staff, our Occupational Health Service Centre introduced a comprehensive screening programme in accordance with the guidelines issued by the local authorities and the World Health Organisation. Concurrently, in 2021, we implemented a robust prevention and infection control initiative featuring isolation and infectious disease prevention plans.

This screening programme and COVID blood tests extended beyond our headquarters, encompassing retail operations and all workplaces. We ensured daily disinfection across staff accommodations, coupled with thorough cleaning and disinfection routines for our offices and communal areas.





## Safe exploration

Our commitment to safety extends to our exploration businesses, particularly within Dragon Oil, where we have introduced enhanced safety standards and risk reduction measures. Central to this approach is the implementation of the Behavioural Accident Prevention Process (BAPP), a dynamic initiative that prioritises behaviour-based safety performance. Through BAPP, we actively engage our frontline employees in their areas of expertise, emphasising four key principles:

- Safety outcome has a context
- Exposure, not injury, is the best indicator of performance
- Frontline employees are critical partners in safety
- Continuous improvement relies on accurate data and sustainable safety performance

### + Case study

#### Enhancing safety and sustainability at EMGAS

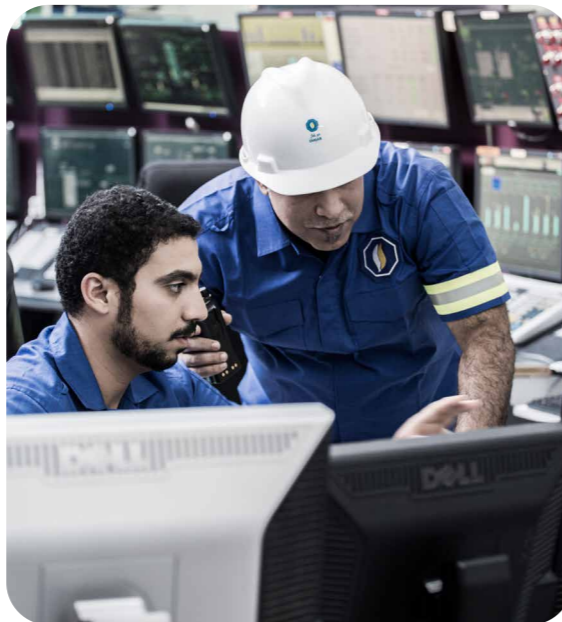
Emirates Gas LLC (EMGAS) has undertaken several measures to ensure a safe working environment for its employees while contributing to environmental sustainability.

#### Ensuring safety and integrity through hydrotesting

EMGAS's rigorous approach to safety is exemplified by their hydrotesting of seven LPG bullets and 13 LPG tankers. Through several steps, including gas freeing, hydrotesting, inspection, and thickness testing, EMGAS reaffirmed their dedication to safety and equipment integrity.



### + Case study



#### DUGAS's safety excellence

DUGAS proudly accomplished remarkable HSE milestones in 2021. With over 8 million accident-free manhours, they exemplify unwavering dedication to safety. Exceeding a 93% target in their HSE business plan reflects their commitment to comprehensive safety measures.

It also achieved a 99% vaccination rate for employees and contractors, underscoring their dedication to ensuring safety during the COVID-19 pandemic. Surpassing set HSE training session goals and successfully completing 28 HSE audits further reinforce DUGAS's commitment to compliance and safety excellence.

**8 million**

Accident-free manhours achieved by DUGAS in 2021

**28**

HSE audits conducted by DUGAS during reporting period

**99%**

Vaccination rate against COVID-19 for employees and contractors achieved by DUGAS

## Safe operations

### + Leading indicators

Rating of annual segment HSE Business Plan Audit conducted by GHSE

50% **88.6%**

No. of self-assessments conducted to ensure compliance with ENOC HSE guidelines on COVID-19 response

164 **277**

Closure of critical corrective actions

90% **100%**

Emergency response drills

32 **48 major + 34 internal**

● Target 2021 ● Performance 2021



## Health and safety

### + Lagging indicators

Lost Time Injury Frequency Rate (LTIFR)

0.24% 0.15%

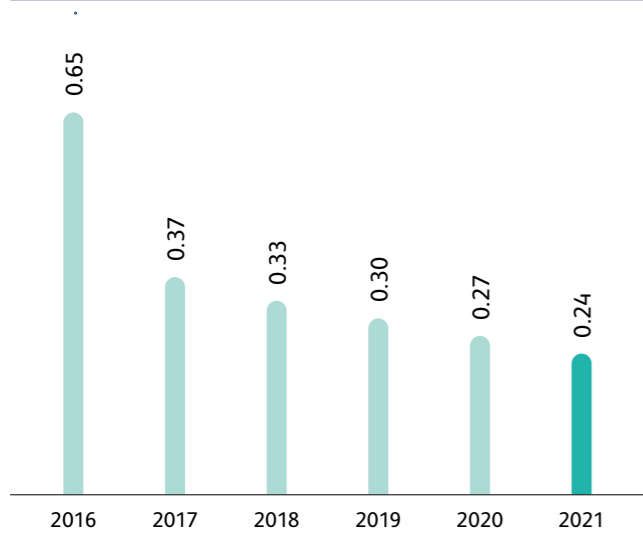
No. of Process Safety Event Tier-1 (PSE-Tier1)

2 0

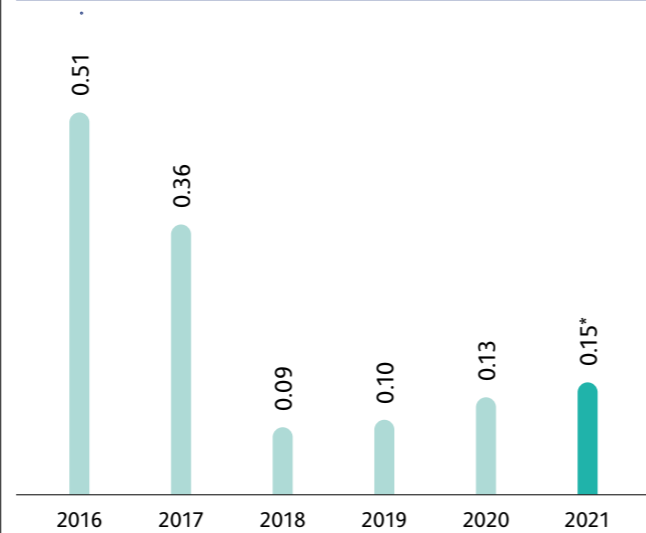
● Target 2021 ● Performance 2021



### LTIFR – Target



### LTIFR – Actual



\* The increase in LTIFR is due to 1 more incident only compared to 2020. In addition to that in 2020 (COVID19 year) operation was interrupted and man-hours were not as usual.

## Safe and secure operations

0.15

LTIFR in 2021 against 0.51 in 2016

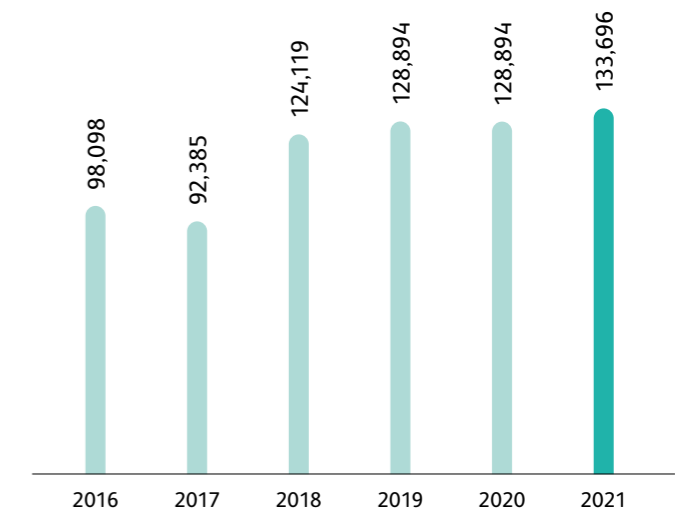
15

Less lost time incidents in 2021

70.5%

Percentage of LTIFR reduction from 2016 to 2021

### HSE training hours



### + Case study

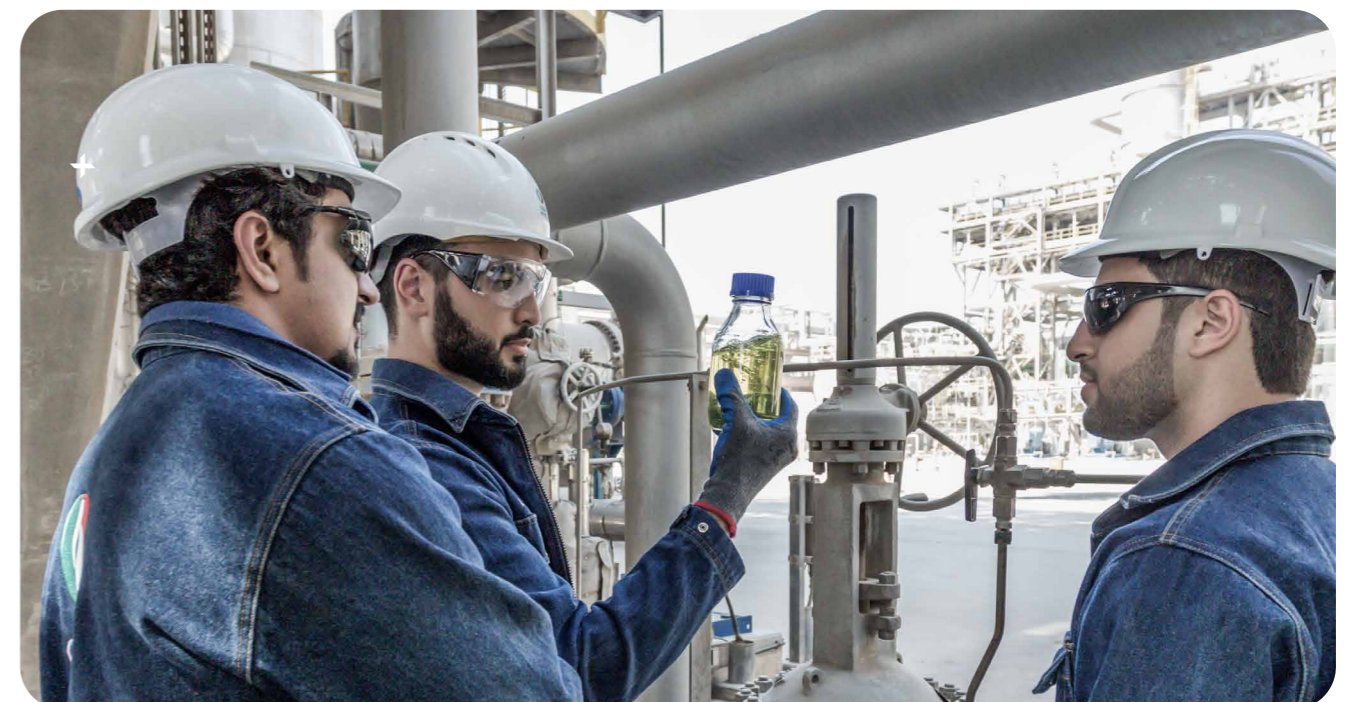
#### Achieving an HSE milestone

In 2021, we celebrated a major achievement with the Group achieving a remarkable 55 million safe manhours on flagship projects spanning from 2018-21. This milestone covers a diverse portfolio involving high-risk activities and the handling of hazardous substances, including storage assets, terminal facilities, refinery expansions, pipelines, and industrial structures. Our commitment to HSE best practices, along with a focus on creating a safe work

culture, has been instrumental in this accomplishment. Key initiatives, such as leadership visibility, safety campaigns, and behaviour-based safety programmes, have played a pivotal role in achieving and maintaining this extraordinary safety record.

55 million

Safe manhours across flagship projects



+ maximising CSR impact

# Community responsibility

+ Highlights 2021

**695,867** AED  
Cumulative CSR investments

**462,908\***  
Total no. of beneficiaries

**28**  
CSR partnerships

**252** hours  
Total CSR training hours in 2021

+ Our contribution to UN SDGs



\*The decline in our targeted beneficiaries for 2021 is primarily attributed to the unprecedented challenges and disruptions caused by the COVID-19 pandemic. Our CSR activities underwent strategic adjustment aimed to ensure the safety and well-being of both our beneficiaries and our CSR teams. This commitment reinforces our dedication to responsible and responsive corporate social responsibility.

+ campaigns and programmes

+ creating shared value

At ENOC, we have been addressing our community responsibility through the promotion of education, healthcare, environmental stewardship and care for marginalised people. Our Corporate Social Responsibility (CSR) objective and programme are committed to the development goals of the UAE National Agenda 2021 and Dubai Plan 2021 and aligned to the 2030 Agenda for Sustainable Development. Since 2020, with the launch of the 'One ENOC, One CSR strategy', which builds on our goal of 'One ENOC', we have been approaching CSR in a more systematic manner, working on structural transformations and measuring our impact on the ground.

+ driving 'One ENOC, One CSR' strategy



# Towards a unified goal

We aim to promote the national goal of sustainable development, contribute economically to the nation as well as improve the lives of our employees, their families, the local communities we operate in and the larger society. Our CSR vision and strategic objectives are also inextricably linked with and support the Group's organisational vision, mission and strategic objectives in terms of creating sustainable shared value for the organisation and stakeholders through innovation, partnership and promoting shared national and international goals for sustainable development.



## CSR Vision

Converge to inspire and empower the lives we touch every day, towards building an inclusive and cohesive society

## Unified goal

A unified goal to positively impact and influence 5 million lives by 2030



## One ENOC, One CSR strategy

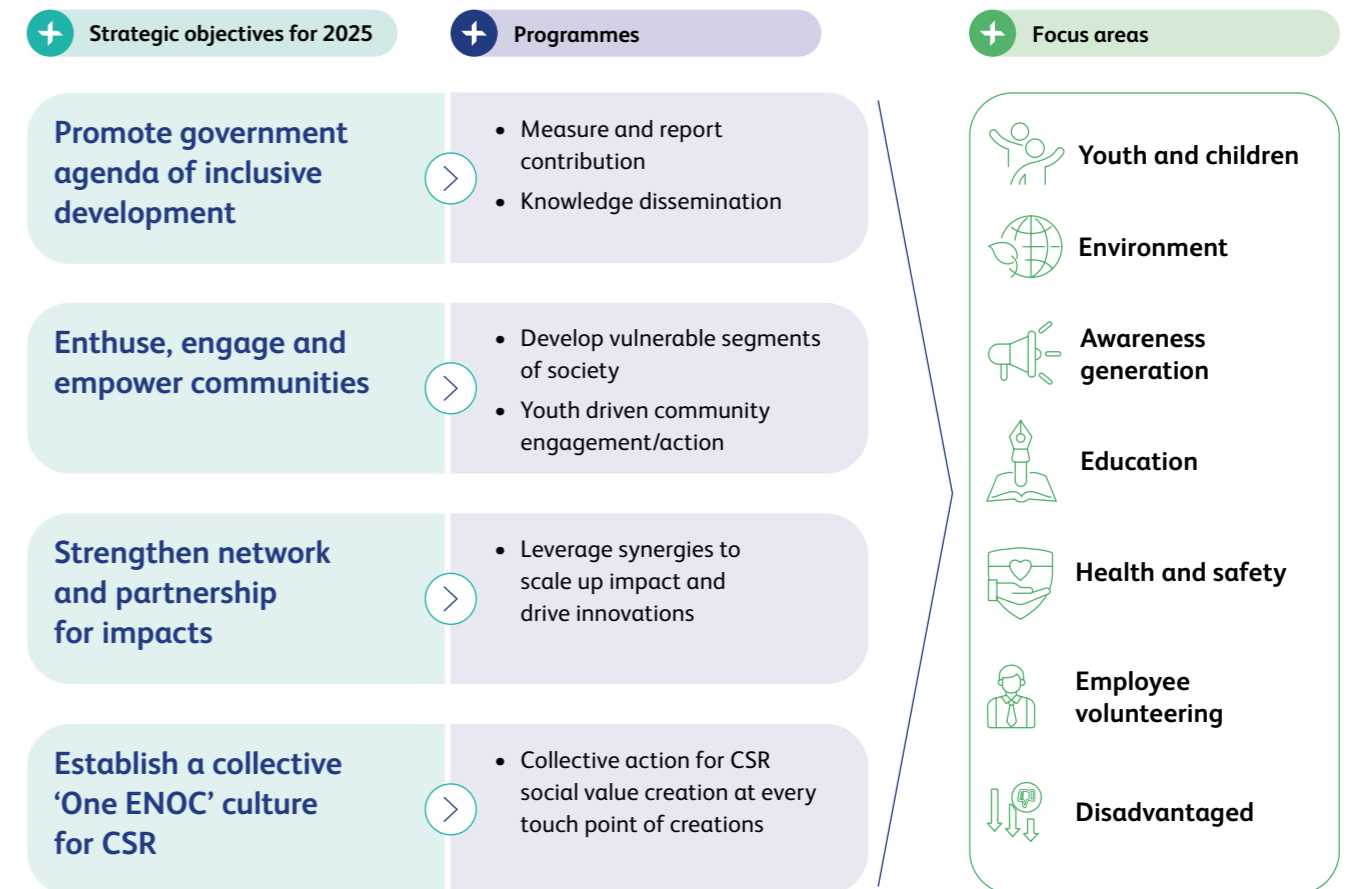
To promote greater cohesion and coherence within the Group in alignment with the policy of 'One ENOC' enunciated in 2016, we formulated the 'One ENOC, One CSR' strategy in 2020 to create maximum value and impact on the ground through an integrated and unified approach.

This also marked a paradigm shift in the way we saw CSR. From harbouring a limited ambition of becoming a CSR champion, which reflected a transactional approach, we decided to prioritise CSR as an expression of identity and

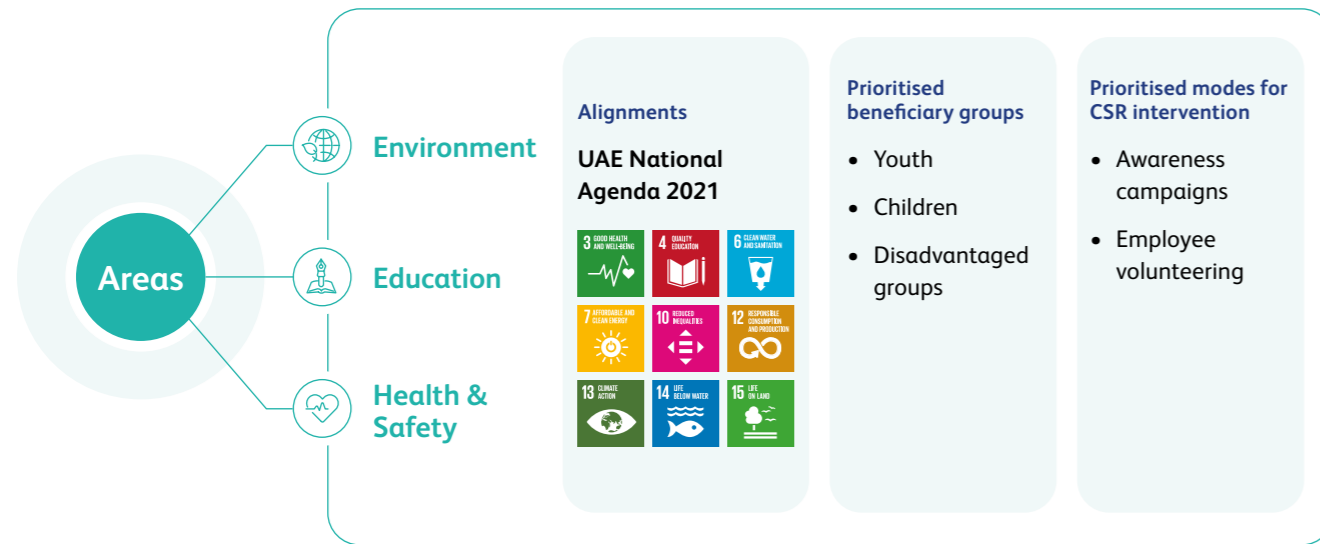
a way to reinforce our business strategy. Aligned to the UN SDGs, the UAE National Agenda 2021 and the Dubai Plan 2021, our 'One ENOC, One CSR' strategy derives from ENOC's core ideology, vision and strategic objectives and aims to leverage ENOC's natural focus on advancing towards shared goals through partnerships and convergence, and working as 'One ENOC', or one team moving towards a common direction.

## Strategic objectives

Our CSR programmes are structured around four five-year strategic objectives that will enable the Group to meet its vision as well as key priority/focus areas to guide ENOC's CSR interventions based on the material issues identified.



## Thematic areas for CSR



## CSR integration through 'One ENOC, One CSR'

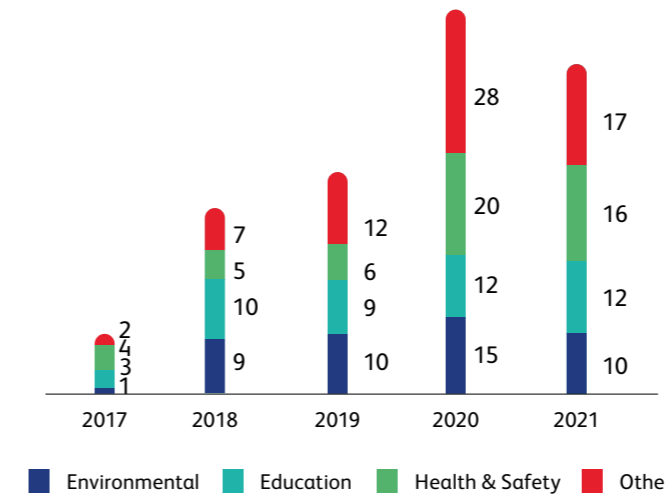
The 'One ENOC, One CSR' strategy, together with several other tools and processes, is helping drive our CSR activities in an integrated manner, making it measurable and more effective.

<b>ENOC CSR framework</b> for effective management of CSR initiatives	<b>One CSR calendar</b> to consolidate CSR activities	<b>ENOC CSR Management System</b> to systematically address and assess social responsibility against national and international standards	<b>Inclusion of Employee Volunteering as KPI</b> in the ENOC Sustainability Index
<b>ENOC CSR Award</b> programme to recognise and honour employee contribution to CSR	<b>ENOC CSR Competency Framework</b> Competency Profile and Professional Development Plan to drive the Group's CSR agenda	<b>ENOC CSR Report</b> to showcase the Group's continuous efforts in the CSR space since inception	<b>ENOC Social Returns on Investment Manual</b> - a step-by-step guide for planning, monitoring, evaluating and undertaking SROI analysis of CSR initiatives

## Resultant impact of CSR strategy

Greater alignment with themes. With the introduction of the CSR strategy, the alignment to the focus areas has increased significantly, and non-aligned initiatives categorised as 'Other' have reduced to 31% in 2021.

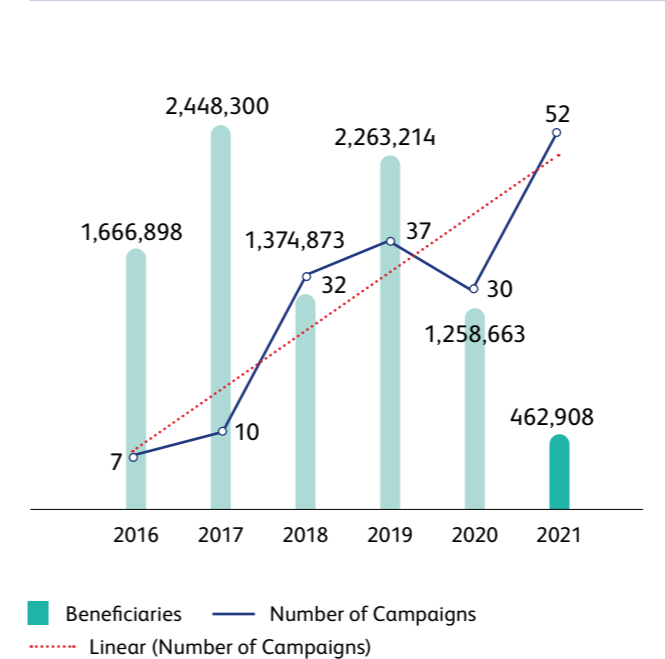
### CSR initiatives by theme



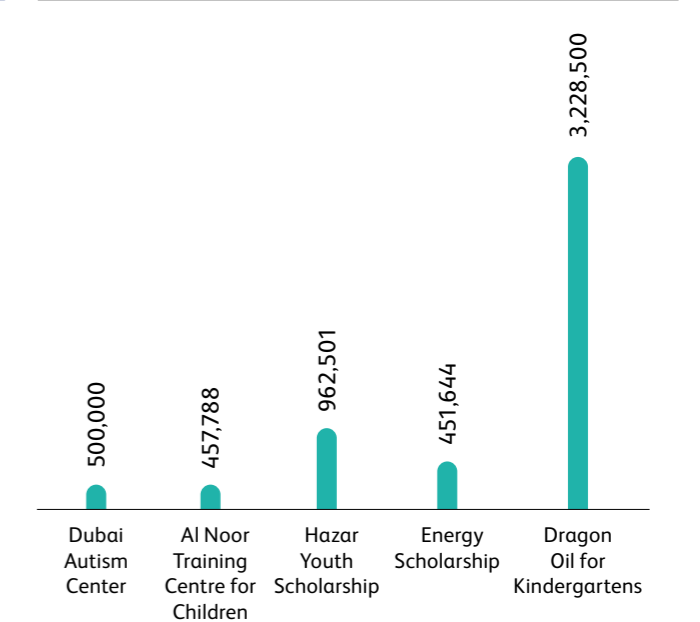
CSR campaigns have increased and become more effective – We are carrying out a far greater number of campaigns with every passing year than earlier as a result of the centralisation of CSR. Although the number of beneficiaries has decreased in 2021, we focused our efforts on the quality-based impact that changed the lives of individuals through various ways of intervention like capacity development, access to healthcare and so on.

CSR initiatives have become more impact-driven – Although the Group Sustainability Team receives innumerable requests for consideration, only high-impact projects with strategic partners are considered for CSR implementation. All projects are evaluated based on the CSR framework evaluation matrix and naturally have a high SROI value.

### Number of beneficiaries against number of campaigns



### CSR investment (in AED)



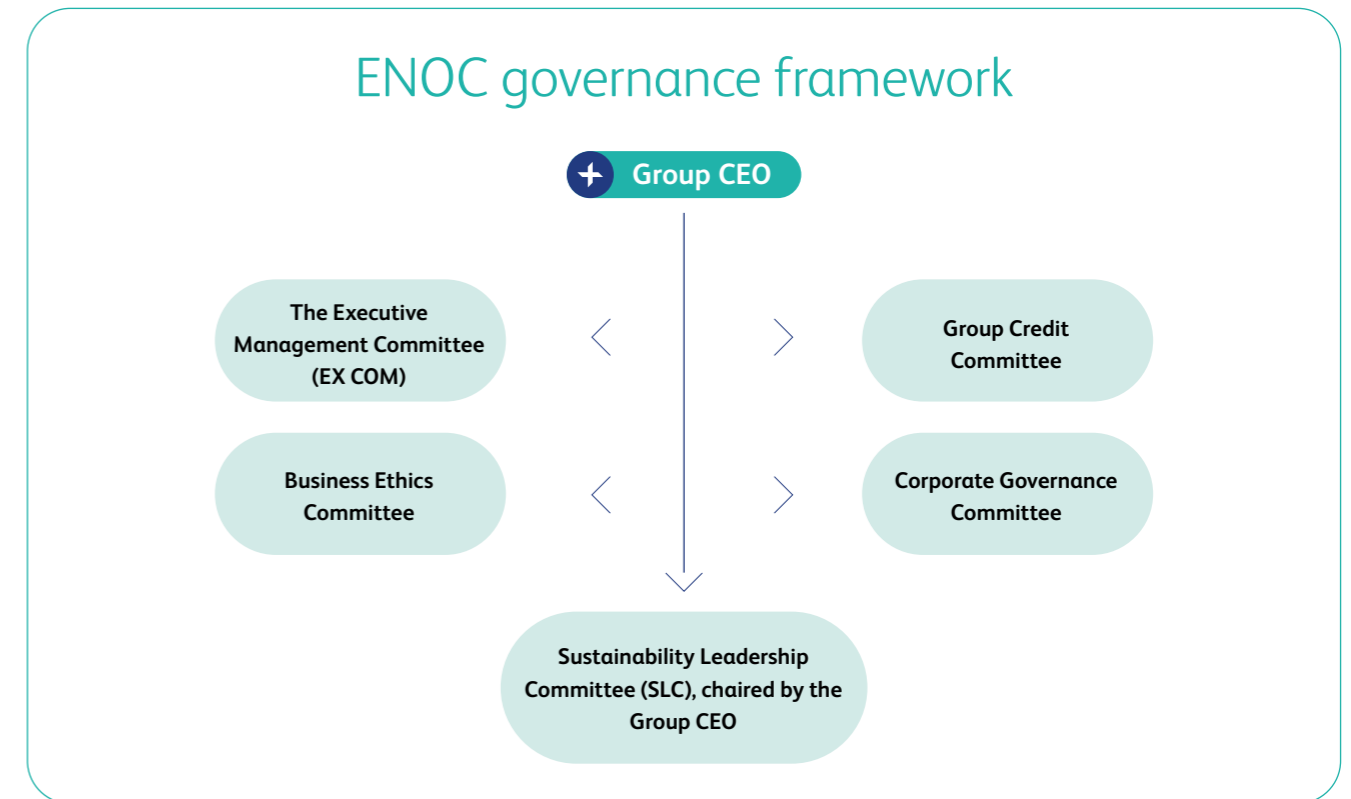
# A duty, a moral responsibility and also an effective organisational strategy

At ENOC, CSR is an extension of corporate governance and a reflection of our social conscience as a responsible organisation. Delegated by a dedicated Group Sustainability Team and guided and overseen by the Group leadership, our CSR function is integral to our operations and our relations with both our internal and external stakeholders.



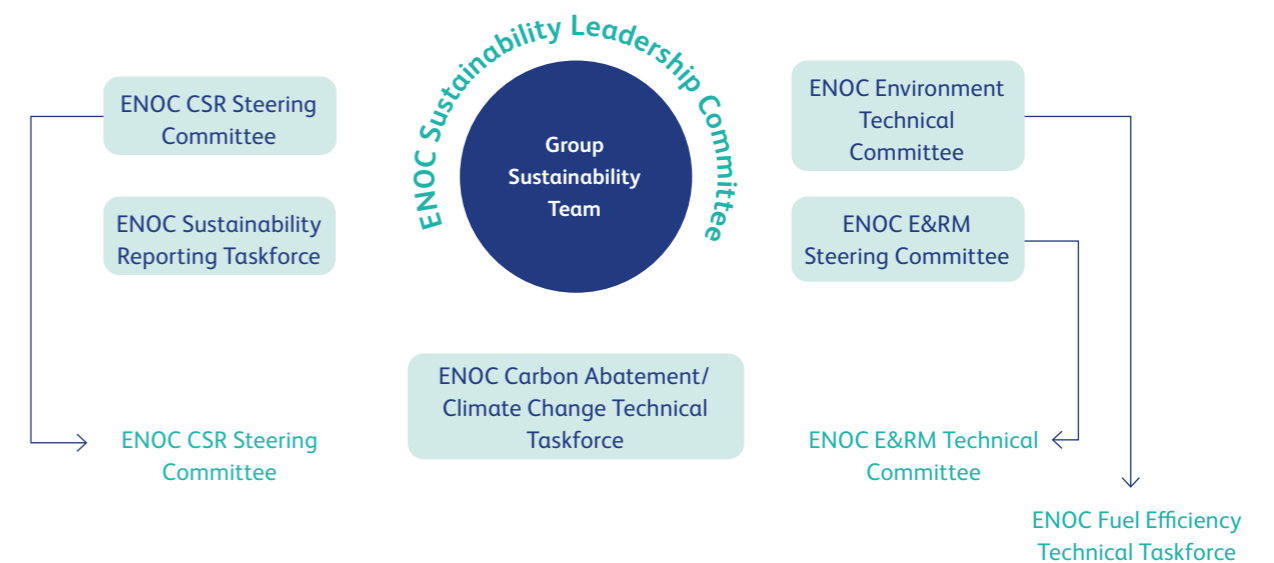
The CSR agenda of ENOC is directed by the top leadership, which includes the Group CEO and Executive Committee members. The Sustainability Leadership Committee, which was set up in 2016, executes the directives and reports directly to the Board.

The CSR function draws from the Group's organisational principles, its vision and its mission, as well as its policies on social responsibility and ethics. In the broadest sense of the term, CSR encompasses the Group's duty and moral obligations to its relevant stakeholders, right from fulfilling its legal and ethical responsibilities to its social responsibilities.



## CSR governance at ENOC

Guided by the Group CEO, the CSR strategy is implemented by the Group Sustainability Team, which is responsible for planning, implementing, monitoring and reporting on CSR activities, works under the Sustainability Leadership Committee of the Group together with the CSR Technical Committee and the CSR Technical Committee and several other committees and taskforces to maximise the sustainable social impact of the Group's CSR initiatives.

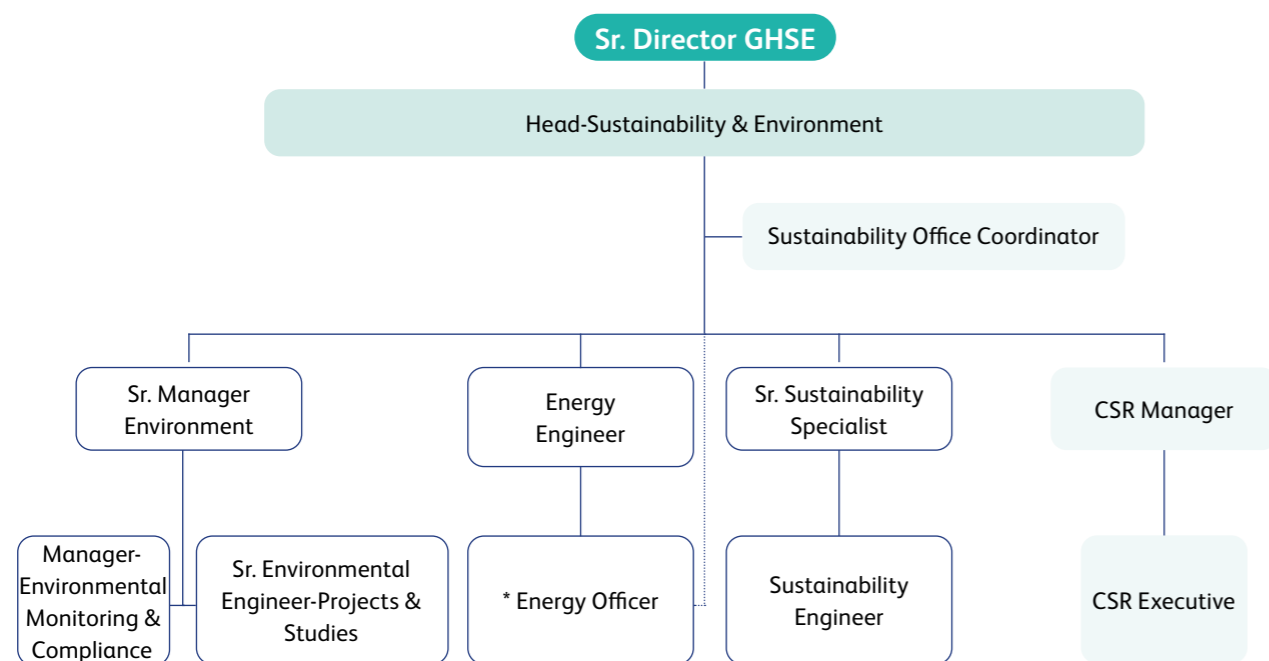


## Structure and role of the Group Sustainability Team

The Group Sustainability Team was founded in 2016 to provide greater focus, governance, and effective control on sustainability-related matters. Together with coordinating activities and projects related to the management of Energy, Environment and Sustainability within the Group and outside it, the Function is also responsible for implementing the Group's CSR vision through a structured governance approach. The Function has led to greater alignment of our CSR initiatives with our business agenda, more focused interaction with stakeholders, consistency in messaging around CSR and

more standardised planning, implementation and monitoring of CSR activities across our business units and corporate divisions.

The Group Sustainability Team has a three-tier reporting structure and is headed by the Chief Sustainability Officer (CSO). The CSR Manager reports to the CSO and develops as well as executes all CSR strategies and programmes across ENOC. The Manager also is the chief point person for all information related to CSR and volunteering initiatives.



## Responsibilities of the Group Sustainability Team

The Group Sustainability Team is a centralised function responsible for framing, developing and implementing the Group's Sustainability and CSR strategies. Acting as a subject matter expert, the Function also trains and sensitises the workforce on critical sustainability issues and parameters and interacts with external stakeholders, government authorities and international bodies to provide its technical expertise and carry forward ENOC's sustainability leadership. Apart from CSR, the other key areas for the Department are Energy and Resource Management (E&RM), Environment and Sustainability.

The Group Sustainability Team implements CSR according to the CSR framework and provides clarity to the Sustainability Leadership Committee (SLC) and business units on the CSR framework. The Group Sustainability Team advises BUs and

corporate departments on ways to embark on the most impactful initiatives and evaluates all proposals and requests received externally based on the CSR framework evaluation matrix. It collects information on the progress of CSR in BUs, develops KPIs to measure this performance and reports on the progress to the SLC. It also conducts in-house training programmes to build CSR capability among employees.

# USD329,130

Savings as a result of CSR awareness trainings conducted by GS since 2019

## CSR implementation structure across ENOC

With the aid of the CSR framework and relevant tools, the Group Sustainability Team ensures that the CSR activities conducted by individual BUs and corporate divisions are in alignment with the Group's sustainability objectives. With the participation of the BUs and corporate divisions across all levels of management and leadership, CSR becomes a standardised function and is integrated into every day operations across the value chain.



## Major developments in 2021

Implementation of the 'One ENOC, One CSR' strategy across Group

Centralisation of all CSR initiatives

Release of the first CSR report

Centralised system for project evaluations

Won Golden Peacock Award for CSR initiatives

### Case study

#### Rolling out the SROI manual

In a major development in our drive to integrate CSR into our everyday functions, the Group CEO, HE Saif Humaid Al Falasi, launched the SROI manual in November 2021. To gauge the effectiveness of our CSR projects, we have been conducting SROI studies to measure the social and environmental value created. In 2020, we piloted SROI studies on five of our selected community-based initiatives undertaken by ENOC and Dragon Oil, through an interactive and consultative approach involving our programme partners.

The study showed the effectiveness of our projects in terms of creating impact for the intended beneficiaries. Henceforth, we intend to conduct SROI studies of CSR initiatives for effective resource planning. To implement this approach across the Group, the SROI manual was rolled out by the Group CEO. The manual is expected to provide guidance to project teams and individuals concerned on undertaking an SROI analysis for CSR initiatives. It also includes a toolkit to aid SROI analysis and the requisites for our BUs and corporate departments to complete such studies.



CSR partnerships

# Collaborating with the like-minded

The concept of 'One ENOC' and the 'One ENOC, One CSR' strategy leverage synergies with partners, networks, Not-for-Profit organisations (NPOs), the community, like-minded businesses, and individuals to generate CSR impact on scale to advance towards our vision of building an inclusive and cohesive society.

Partnerships, which indicate our common interests with our stakeholders, and determination to advance towards shared goals, form a critical component of the Group's core ideology. With the help of our three enablers, we aim to deliver on the central promise of ENOC's CSR vision – to promote an inclusive environment that integrates all segments of society - socio-economically disadvantaged groups, people of determination and other vulnerable groups within the UAE and in the countries where ENOC has on-ground operations - leaving no one behind.

Enablers of ENOC's CSR vision



**Partnerships**

Leveraging synergies with partners, networks, NPOs, like-minded organisations and individuals



**Inspiring and empowering the lives we touch every day**

Creating a movement with employees, customers, stakeholders, suppliers and society to provide all segments of society with greater opportunities and capacities to build an inclusive and cohesive society



**Convergence**

Where all ENOC's BUs undertake CSR towards a common social purpose

**Collaborating to promote a social cause**

As a socially responsible corporate entity, we joined hands with multiple organisations within the country to reach a larger number of people who need a helping hand.



## Dubai Autism Center partnership

Our partnership with the Dubai Autism Center (DAC) goes back several years. As part of our ongoing efforts to support people with determination, we continued our partnership in 2021 with DAC to support autistic children. Our partnership with DAC promotes the National Policy for Empowering People of Determination and aligns with SDGs 10 and 17.

and handwriting skills. The other facility is the dark sensory room, which serves as a platform to implement calming strategies. The room is custom built with soft flooring and wall padding along with LED sensory equipment such as bubble tubes, an interactive ball pool, fibre optic curtains, a magic box, infinity tunnels, etc.

Through this partnership, we support two major facilities. One of these is the occupational therapy wing that focuses on eye-hand coordination, gross and fine motor, visual motor, visual perception,

**100**  
Children benefitted through our partnership with DAC



## Partnership with Al Jalila Cultural Centre for Children (AJCCC)

Our partnership with AJCCC was designed to contribute to and invest in initiatives that aim to enhance the social, health and educational development of minors, people with determination and children from underprivileged families.

expression to unleash their power of imagination, foster teamwork, and inspire the formation of social bonds and empathy. This joyful experience was translated into some inspiring artworks produced by the students.

Through the project run in partnership with AJCCC, we focused our efforts to customise programmes to suit each of these groups by engaging the students and allowing them an avenue of self-

**76**  
Children and adults benefitted through our partnership with AJCCC



## Partnering with Al Noor Training Centre for Children with Special Needs

Through the Adopt-a-Class initiative in partnership with Al Noor Training Centre, we are improving the lives of 10 children from the different disabilities spectrum. The students learning needs are addressed through Transdisciplinary Intervention (TDI) in various domains as per their Individual Educational Plans (IEP).

we seek to develop functional and generative skills, such as speech, language and communication skills. The students also receive weekly training in sports, gymnastics, swimming, music, arts and crafts, library, and Information and Communication Technology (ICT).

The students individual goals and objectives are targeted through two main interventions - routine-based and activity-based. Through these interventions,

**180**  
Volunteered for the 'Adopt-A-Class' initiative



# Inspiring and empowering lives

In alignment with the UAE National Agenda of 2021, UN SDGs, and standards such as the ISO 26000: 2010 guidance on social responsibility, the SA 8000 Social Accountability, CSR at ENOC rests on four major pillars of Community, Environment, Workplace and Marketplace. In 2021, the campaigns and programmes we undertook for our CSR activities can be roughly segregated along these pillars.

## CSR Pillars at ENOC

- Community**  
Social Investment
- Workplace**  
Human Resources
- Environment**  
Environmental protection and sustainability
- Marketplace**  
Ethics and ENOC code of business conduct

## Community initiatives



### Volunteering activity with Dubai Autism Center (DAC)

As part of our strategic focus area of 'Volunteering', we organised a volunteering activity to support our partners at Dubai Autism Center (DAC). Volunteers worked on sanitising and cleaning the classrooms at DAC to ensure a clean and sanitised environment before students resumed a new semester in the academic year of 2021.

**200**  
Volunteers participated in the drive with DAC

### Happiness Day Campaign

ZOOM distributed giveaways to spread happiness and joy to the local community.

**300**  
Impacted by the Happiness Day Campaign



### Malabes initiative

This initiative was one of the many we undertook during the holy month. We partnered with the Beit Al Khair Society once again to support 'Malabes', a smart application-based initiative developed to ease the donations of clothes, shoes, bags, kitchenware, toys, and so on for the less fortunate. New clothes were directly distributed after sanitisation, while old ones were recycled. The revenue generated from them was used to support the education of children from families in need.

**100**  
Participants took part in the Malabes initiative



### Clothes for good

ENOC took part in the Kiswat Al Khair initiative with Dubai's Roads and Transport Authority (RTA) by donating old uniforms. These clothes were redesigned into wearable clothing by volunteers from the community and then distributed among people in need.

**10,000**  
Benefitted by the 'Clothes for good' initiative

### World Autism Awareness Day

We celebrated this international day by initiating drives to raise awareness on autism. At ENOC retail sites, we used digital screens, posters among other things to share the message.

**4,000**  
Reached out through the drive on World Autism Awareness Day



### A nation of determination

ZOOM partnered up with Sanad Village to turn beautiful paintings created by special children into collectibles that are shared across ZOOM stores as a tribute to the Year of the 50th.



### Clothes donation boxes

By allocating clothes donation boxes at retail sites to collect donations, we were able to support people in need. We did this in partnership with Beit Al Khair.

**2,000**  
Benefitted from the Clothes donation boxes



Ramadan campaign



Ramadan retail customers Iftar box distribution

Iftar box distribution for retail customers during Ramadan was done at our retail sites. ZOOM, in collaboration with Shield Me, distributed iftar boxes serving water and dates to car riders during fuelling at our retail stations and to customers at ZOOM stores.

20,000

Reached through the Iftar box distribution



Grocery distribution truck

In celebration of Zayed Humanitarian Day, which falls on the 19th day of Ramadan every year, ENOC, in collaboration with ZOOM and in partnership with Emirates Red Crescent, distributed 24,000 grocery items to underprivileged people and families at labour camps and residential areas.

20,000

Benefitted through grocery distribution truck initiative



Distribution of free gas cylinders

The demand to have meals prepared and ready for Iftar increases during the month of Ramadan. Emirates Gas, the gas distribution company under ENOC Group, having realised the importance of this matter, supported underprivileged families by providing 500 free gas cylinders.

2,500

Benefitted through the distribution of gas cylinders during the holy month

Iftar Distribution Truck

In the spirit of giving during the Holy Month of Ramadan, ENOC, in partnership with Emirates Red Crescent, distributed 5,700 Iftar boxes at labour camps through our 'Ramadan Iftar Truck' initiative.

5,000+

Benefitted through 'Ramadan Iftar Truck' initiative



Ramadan charity campaign

In partnership with Beit Al Khair, we raised donations through our retail outlets for Iftar Saa'em (AED10), Zakat El Fitr (AED20) and Kiswat Eid (AED50). The campaign also included a digital campaign with a QR code for donations targeting social media and motorists while fuelling.

4,000

Reached through ENOC's Ramadan charity campaign



Ramadan Aman – Aftir Campaign

Our annual participation in the Ramadan Aman campaign, in partnership with Al Ihsan Charity Association, led to the distribution of more than 75,000 iftar meals to economically disadvantaged families and people with determination during the holy month. Volunteers used their own vehicles to personally distribute the meals to the residential areas and greet the families before Iftar.

75,000

Benefitted by the Ramadan Aman campaign



110

Participants at the webinar on reducing food waste during Ramadan

Webinar to reduce food waste during Ramadan

An awareness session on food waste was conducted for our employees during Ramadan to shed light on the importance of food and provide tips to reduce food waste in our daily lives by applying different recycling methods. The session supported the national effort to reduce food waste in the country.



Environment initiatives

**Celebrating World Environment Day**

As a Group, we recognise the risks posed by climate change, environmental degradation and resource scarcity to communities, businesses, and economies worldwide. At ENOC, we address these climate risks by instilling environmental resilience principles into our companies' operations and supply chains. Products manufactured and sold by ENOC have been formulated to minimise the effect on the environment. On World Environment Day on 5<sup>th</sup> June 2021, an interactive webinar on 'Ecosystems Restoration' was conducted to raise the level of awareness among employees.

**480+**

Participants at webinar on World Environment Day



**Green Summer Campaign**

In collaboration with Dubai Electricity and Water Authority (DEWA), we organised a Green Summer Campaign, during which we held a series of workshops at our retail sites to promote the adoption of measures to conserve energy and reduce overall electricity and water consumption levels during the peak summer season.

**98**

Beneficiaries of the Green Summer Campaign



**ZOOM's Reduce Plastic Campaign**

In celebration of the World Plastic Bag Free Day on 3<sup>rd</sup> July 2021, posters and banners containing facts and statistics about plastic bags were spread across ZOOM stores to shed light on the importance of reducing the use of and recycling plastic bags.

Join upcoming webinar to mark 'World Environment Day'



**Did you know?** From forests to peatlands to coasts, we all depend on healthy ecosystems for our survival. Ecosystems are defined as the interaction between living organisms - plants, animals, people - with their surroundings. This includes nature, but also human made systems such as cities or farms.

Dear Colleagues,

We invite you to join our upcoming webinar to celebrate World Environment Day (observed on June 5). This year's theme 'Ecosystem Restoration'.

The session, organized by our Group Sustainability Department will cover:

- What ecosystem restoration is
- Types of ecosystem restoration
- Impacts of ecosystem degradation
- National efforts in ecosystem restoration
- ENOC's efforts in the environment field

**Session details**

Presenter: Ahmed Alirebati, Environment Engineer  
 Sunday, June 6, 2021  
 10:00 am - 11:00 am

Click here to join the session

We look forward to welcoming you!

Best regards,  
 ENOC Group



**ZOOM Coffee donation**

ZOOM has launched its own coffee label, where a percentage of every bottle of coffee sold is donated to the WWF-Emirates Nature environmental projects such as mangroves restoration, enhancing community livelihoods, and accelerating decarbonisation on the race to Net Zero.

**10,000**

Beneficiaries of ZOOM Coffee donation



**250**

Participants in the virtual session held on occasion of Earth Hour

**Observing Earth Hour**

Earth Hour encourages people to reduce their carbon emissions in the fight against climate change. Digital technologies have been instrumental in combatting climate change and have grown more rapidly than any other technology in terms of reducing emissions. The use of renewable energy also strengthens our resilience to climate change and is part of our quest to discover green energy solutions and new ways to increase productivity and efficiency while limiting the use of fossil fuels. On the occasion of the Earth Hour, we also held a virtual session on 'Climate Change - Life beyond Oil in a Journey towards Digitalisation'. We also switched off unnecessary lights and appliances at our retail sites.

**Celebrating World Energy Day**

Each year, October 22 is dedicated to raising awareness on energy and resource management, an area in which ENOC has made considerable progress in the last eight years. These efforts have resulted in reducing our energy consumption, achieving cumulative savings and carbon reduction.

The theme of the celebration of the day in 2021 was 'Your Action Counts. Act Now.' To promote this theme, we undertook various measures, such as integrating clean energy in ENOC's operations, developing cleaner fuels, yearly optimisation projects to enhance our overall energy efficiency and other initiatives that help us move toward a cleaner and more sustainable world.

**200**

Participants in the celebration of World Energy Day

## Workplace and Marketplace initiatives



**Give back by giving your time:**  
Sign up to be an ENOC volunteer today!

Dear colleagues,

At ENOC, we hold pride in sustaining a socially responsible culture to create a positive impact on the community by supporting various social and environmental initiatives in the UAE.

**Embracing a culture of volunteering within ENOC**  
Employees signing up to volunteer is integral to promoting sustainable development and building a better future for new generations. Giving our time to a cause helps us build a more inclusive, cohesive and stronger society that inspires the many lives touched through various initiatives.

**Make a difference by dedicating just one day per year!**  
To grow our Group's volunteering community and to ensure it has the maximum social impact, we introduced a Volunteering Policy in 2017 (attached) encouraging employees to dedicate one day per year to volunteering.

Volunteering is an important aspect of our One ENOC One CSR Strategy, which focuses three main areas:



**Did you know?**  
Under ENOC's Sustainability Index, that on an average every employee (above Grade 5) is encouraged to do at least 1 hour of volunteering per year.

**Join ENOC's volunteering community**  
Our Group's Sustainability Department developed an internal volunteering platform through which employees can access various virtual and physical volunteering opportunities across the UAE.

**Click Here**  
to register as a volunteer; once you're a registered volunteer, you will be able to contribute to various opportunities. You can also access our 'Volunteering Platform' under Group Sustainability's page on our internal employee portal MyENOC.

We call you to help strengthen the UAE's selfless tradition of charity and humility, and we look forward to your registrations.

Best regards,  
ENOC Group

### Volunteering Platform for employees

As part of our commitment to CSR integration across ENOC and continued efforts to support various initiatives and programmes whilst safeguarding our volunteering community, we launched the ENOC Volunteering initiatives platform ([volunteers.ae](http://volunteers.ae)) in partnership with Emirates Foundation in 2021. The platform's objective is to encourage employees to volunteer through an authorised volunteering platform.

**300**

Employees volunteered for CSR through volunteering platform



### Beat the Heat campaign

To keep employees safe and healthy in the scorching heat of the summer, our Group HSE - Occupational Health Services Centre (OHSC) ran an annual campaign to raise awareness and give valuable guidance and tips by conducting safety awareness sessions and distributing cooling items to site employees.

**2,500**

Employees benefitted from Beat the Heat campaign

### Mass PCR testing campaign

As part of our continuous efforts to contain the spread of COVID-19, our OHS centre launched a two-day mass PCR testing. This campaign aimed to conduct a cross-sectional PCR testing study to get a better understanding of the incidence and prevalence of COVID-19 cases and to detect asymptomatic patients who could unknowingly transmit the virus.

**2,481**

Employees underwent mass PCR testing during the campaign



### ENOC COVID-19 vaccination campaign

In line with the UAE Government's directives to preserve the nation's health achievements attained so far in curbing the spread of the COVID-19 virus, our Occupational Health Services Centre (OHSC) committed to delivering the COVID-19 vaccine to our ENOC community – including both employees and their families – free of cost.

**19,461**

Vaccinated during the COVID-19 vaccination campaign

### Generating awareness on breast cancer

To mark Breast Cancer Awareness Month in October, a special campaign on breast cancer awareness was organised by ENOC's Occupational Health Services Centre (OHSC), in collaboration with the American Hospital. A conference was conducted for all female employees to raise the level of awareness on the importance of early detection.

**150**

ENOC's women employees engaged in the campaign to create awareness on breast cancer



### + Case study



### Celebrating Emirati Women's Day

As part of the Emirati Women's Day celebration at ENOC in 2021, we invited a CSR expert, Ms. Aisha Saeed – Head of CSR at Community Development Authority, to speak about the importance of investing in CSR and the major role played by it in combatting the effects of COVID-19 outbreak.

**150**

Women employees of ENOC participated in the Emirati Women's Day celebration



Campaigns and programmes

Ramadan weight loss campaign – ‘Lose Weight, Fight COVID-19’

Organised by the Group HSE – Occupational Health Services Centre (OHSC), the Ramadan weight loss campaign was conducted for the second cycle and distributed prizes for the top 30 people who had lost the most weight. The theme of 2021 was ‘Lose Weight, Fight COVID-19’ because being overweight is emerging as a major risk factor for COVID-19 complications.

108

ENOC employees benefitted from the Ramadan weight loss campaign



Case study

Ignore & Ignite

A collaborative safety campaign organised in collaboration between ENOC, ADNOC & Emarat under the Safety and Security Committee for fuel stations was themed ‘Ignore & Ignite’. The safety campaign’s objectives were to raise awareness of the safety measures necessary while fuelling. Messages highlighting this aspect were showcased on the vests of the site staff and videos played on digital screens.

10,000

Reached through the Ignore & Ignite campaign



Ramadan health awareness sessions

We held several sessions to create awareness on health and lifestyle improvement during the holy month of Ramadan. The session on ‘Nutrition and healthy mindful eating’, attended by 125 participants, focused on healthy eating habits during Ramadan. The session on ‘Fasting and COVID-19’, participated by 150 employees, drew attention to the effects of fasting and COVID-19. A session entitled ‘Fasting and mental health’, attended by 200+ employees, highlighted the importance of mental health during fasting.

600+

Participants attended the health awareness sessions during Ramadan

AutoPro and Dubai Police summer campaign

AutoPro collaborated with Dubai Police during the months of August and September in a campaign, titled ‘Towards a Safe Summer on the Roads’, to disseminate information on the fact that AutoPro inspection vans would provide free inspection of tyres, brakes, and radiators.



**Diabetes Awareness Session**  
If not now, when?

Dear Colleagues,

To mark World Diabetes Day – annually celebrated on November 14, by the International Diabetes Federation and World Health Organisation (WHO) – our Occupational Health Services Centre, in collaboration with American Hospital invites you to join this upcoming Diabetes Awareness Session on Monday, November 15, 2021.

**Are you potentially at risk of becoming pre-diabetic?**  
Many of us have this condition and are unaware, which is why regular checkups are important. They are an opportunity to take control of your health and reverse prediabetes to avoid its consequences.

**Did you know?**  
Diabetic patients showed more risk of COVID-19 morbidity, and due to the lockdown and movement restrictions, the risk of developing Type 2 Diabetes increased.

**Join us at to know more at the Diabetes Mellitus Awareness Session**

Monday, November 15, 2021 | 9:00 am - 12:00 pm | Monagick Bar Dubai Hotel - Court Marina Hall

We look forward to welcoming you!

Best regards,  
ENOC Group

Observing World Diabetes Day

Operational Health Services Centre conducted an awareness session on diabetes on the World Diabetes Day on 14<sup>th</sup> November 2021.

150

Employees attended the awareness session on diabetes

## Way Forward

# Aspirations for the next year

## Sustainability Index Targets for 2022

Every year, we take ambitious targets to perform better across our sustainability agenda. Our Sustainability Index helps us in measuring and monitoring our KPIs. By 2030, the Group aims to reduce its energy consumption by 11% (or 1.1% year-on-year), increase the amount of water it recycles to 30%, divert 100% of its waste and reduce the flaring from its plant operations by 50%.

Sl. No	Description of KPIs	Measurement unit	Weightage (%)	Logic	Target (%)	Index Score
<b>Environmental KPIs</b>			50			5
1	Thermal Energy Consumption per unit reduction	GJ/ton or GJ/m <sup>2</sup>	5	H ↑↑	1.1	1
2	Electrical Energy Consumption per unit reduction	kWh/ton or kWh/m <sup>2</sup>	5	H ↑↑	1.1	1
3	Energy demand reduction from baseline (2019)	% (GJ/GJ)	5	H ↑↑	3.5	1
4	Renewable energy generation against consumption	% (kWh/kWh total)	5	H ↑↑	0.2	1
5	GHG emission per unit reduction	tCO <sub>2</sub> e/ton or tCO <sub>2</sub> e/m <sup>2</sup>	5	H ↑↑	1.1	1
6	Air emissions (SO <sub>x</sub> , NO <sub>x</sub> , PM, CO) above legal limit	% number of source above limit	5	L ↓↓	0	1
7	Recycled water usage compared with total water consumption	% Water reuse	5	H ↑↑	7.5 <sup>a</sup>	1
8	Waste reduced/recycled compared with baseline	% Waste recycle	5	H ↑↑	30 <sup>*</sup>	1
9	Flare gas reduction compared with the baseline	% Flare reduction	5	H ↑↑	5	1
10	Amount of green procurement vs. Total procurement	% Green procurement (AED/Total AED)	5	H ↑↑	90	1
<b>Social KPIs</b>			40			4
11	Employees who are UAE Nationals	% Emiratisation	-	H ↑↑		
12	Number of employees left the company	% turnover	10	L ↓↓	10	1
13	Training hours per employee	Hours per employee	10h	H ↑↑	10h <sup>®</sup>	1
14	Score from the Customer Satisfaction survey	Score	-	H ↑↑		
15	Ratio of women to men	% Women ratio	10	H ↑↑	20 <sup>#</sup>	1
16	LTI Incident Rate (people safety)	Rate	-	L ↓↓		
17	Process Safety Incidents (process safety)	Rate	-	L ↓↓		
18	Volunteering hours per employee	Hours per employee	10	H ↑↑	1 <sup>**</sup>	0.8
<b>Economic KPIs</b>			10			1
19	Community investment	% investment against economic value retained	10	H ↑↑	0.2	1

<sup>a</sup>Retail Recycled water usage Target: 45% Waste recycled/diversion Target: 17.5%

<sup>\*</sup> If reduction of water or waste then 5% y-o-y

<sup>#</sup> Ratio of women to men 20% for BUs having ratio already over 20%. Maintain same % for BUs having ratio less than 20%

<sup>\*\*</sup> Applicable only to Grade 6 and above

<sup>®</sup> hours

## Annexures

# List of acronyms

Particulars		Particulars	
AED	United Arab Emirates Dirham	HOH	Hot Oil Heaters
BEC	Business Ethics Committee	HSEQ	Health, Safety, Environment & Quality
BOPD	Barrels of Oil per Day	HTL	Horizon Terminals Limited
BU	Business Unit	IMO	International Maritime Organization
CDP	Climate Disclosure Project	IPIECA	International Petroleum Industry Environmental Conservation Association
CEBC	Clean Energy Business Council	ISO	International Standardisation Organisation
CEO	Chief Executive Officer	JV	Joint Venture
CIS	Commercial and International Sales	KPI	Key Performance Indicator
CNG	Compressed Natural Gas	LEED	Leadership in Energy and Environmental Design
CO <sub>2</sub>	Carbon Dioxide	LTI	Lost Time Injury
COBC	Code of Business Conduct	LTIFR	Lost Time Injury Frequency Rate
COSO	Committee of Sponsoring Organizations of the Treadway Commission	MWh	Megawatt hour
CSR	Corporate Social Responsibility	NOx	Nitrogen Oxides
DSCE	Dubai Supreme Council of Energy	OCIMF	Oil Companies International Marine Forum
DSM	Demand Side Management	OWSs	Oil Water Separators
DUGAS	Dubai Natural Gas Company Limited	PI	Pearl Initiative
EI	Energy Institute	PV	Photovoltaic
EIPM	ENOC Industrial Products Marketing	PwC	Pricewaterhouse Coopers
EMGAS	Emirates Gas	RAM	Risk Assessment Matrix
ENOC GDP	ENOC Graduates Development Programme	RMC	Risk Management Coordinator
EPCL	ENOC Processing Company LLC	SEP	Superior Energy Performance
EPPCO	Emirates Petroleum Products Company	SMEs	Small and Medium Enterprises
ERMC	Executive Risk Management Committee	SME	Subject Matter Experts
ERP	Enterprise Resource Planning	SOx	Sulphur Oxide
ESTC	ENOC Supply and Trading Company	SROI	Social Return on Investment
ExCom	Executive Management Committee	SUP	Single Use Plastic
GHG	Greenhouse Gases	TCFD	Task Force on Climate-related Financial Disclosures
GJ	Giga Joules	VOCs	Volatile Organic Compounds
GPGAS	Golden Peacock Global Award for Sustainability	WGEO	World Green Economy Organization
GRI	Global Reporting Initiative	WWTPs	Wastewater Treatment Plants
GS	Group Sustainability		

# GRI content index

Statement of Use	This report have been prepared in accordance with the GRI Standards Comprehensive option.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Setor Standard(s)	None

GRI Standard No.	Disclosure	Location		Page No.
		Section	Sub-section	

## GRI 2: General Disclosures

	Disclosure	Location		Page No.
		Section	Sub-section	
<b>The organization and its reporting practices</b>	2-1 Organizational details	ENOC at a glance		18
	2-2 Entities included in the organization's sustainability reporting	About the report	-	8
	2-3 Reporting period, frequency and contact point	About the report	-	8
	2-4 Restatements of information	-	-	None
	2-5 External assurance	-	-	None
<b>Activities and workers</b>	2-6 Activities, value chain and other business relationships	ENOC at a glance		18- 21
	2-7 Employees	Diversity and inclusion		109-111
<b>Governance</b>	2-9 Governance structure and composition	Board of Directors Approach to sustainability Ethics and integrity	Sustainability governance structure Governance structure	6, 29-30, 46
	2-10 Nomination and selection of the highest governance body	Approach to sustainability	Sustainability governance structure	29-30
	2-11 Chair of the highest governance body	Board of Directors Approach to sustainability	Sustainability governance structure Governance structure	6, 29-30
	2-12 Role of the highest governance body in overseeing the management of impacts	Approach to sustainability	Sustainability governance structure	29-30
	2-13 Delegation of responsibility for managing impacts	Approach to sustainability	Sustainability governance structure	29-30
	2-14 Role of the highest governance body in sustainability reporting	Approach to sustainability	Sustainability governance structure	29-30
	2-15 Conflicts of interest	Ethics and integrity	Key ENOC policies Code of business conduct Gift and entertainment (G&E) system	47-48, 51
	2-16 Communication of critical concerns	Ethics and integrity	Code of business conduct	48
	2-22 Statement on sustainable development strategy	Letter from the group CEO	-	10
	2-23 Policy commitments	Ethics and integrity	Key ENOC policies	47
	2-24 Embedding policy commitments	Ethics and integrity	Key ENOC policies	47
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and integrity	Vigil mechanism for reporting	50
	2-27 Compliance with laws and regulations	Ethics and integrity	Business Ethics and Compliance	48
	2-28 Membership associations	Partnerships and collaborations	-	60-67

GRI Standard No.	Disclosure	Location		Page No.
		Section	Sub-section	
<b>Stakeholder engagement</b>	2-29 Approach to stakeholder engagement	Stakeholder engagement and materiality assessment		36-41
	2-30 Collective bargaining agreements	-	-	The UAE Federal laws do not allow the formation of trade unions.

## Material Topics

<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Stakeholder engagement and materiality assessment		39-41
	3-2 List of material topics	Stakeholder engagement and materiality assessment		39

## Economic Performance

<b>GRI 201: Economic Performance 2016</b>	3-3 Management of material topics	Climate change and energy		78-83
	201-2 Financial implications and other risks and opportunities due to climate change	Climate change and energy	Aligning with TCFD recommendations	80-83
<b>GRI 203: Indirect Economic Impacts 2016</b>	3-3 Management of material topics	CSR at ENOC CSR governance CSR partnership	One ENOC, One CSR strategy	132-141
	203-1 Infrastructure investments and services supported	CSR at ENOC	Campaigns and programmes	142-151
	203-2 Significant indirect economic impacts	CSR at ENOC	Campaigns and programmes	142-151
<b>GRI 204: Procurement Practices 2016</b>	3-3 Management of material topics	Sustainable supply chain	-	68
	204-1 Proportion of spending on local suppliers	Sustainable supply chain	Local procurement	71
<b>GRI 205: Anti-corruption 2016</b>	3-3 Management of material topics	Ethics and integrity	Awareness of business ethics	48
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and integrity	Code of business conduct	48

## Environmental Performance

<b>GRI 302: Energy 2016</b>	3-3 Management of material topics	Climate change and energy	-	78-91
	302-1 Energy consumption within the organization	Climate change and energy	Performance dashboard	90-91
	302-2 Energy consumption outside of the organization	Climate change and energy	Performance dashboard	90-91
	302-3 Energy intensity	Climate change and energy	Performance dashboard	90-91
	302-4 Reduction of energy consumption	Climate change and energy	Performance dashboard	90-91
<b>GRI 303: Water and Effluents 2018</b>	3-3 Management of material topics	Water management	-	98-100
	303-1 Interactions with water as a shared resource	Water management		99-100
	303-2 Management of water discharge-related impacts	Water management	-	99-100
	303-3 Water withdrawal	Water management	Performance dashboard	99-100
	303-4 Water discharge	Water management	Performance dashboard	99-100
303-5 Water consumption	Water management	Performance dashboard	99-100	

## GRI Content Index

GRI Standard No.	Disclosure	Location		
		Section	Sub-section	Page No.
<b>GRI 305: Emissions 2016</b>	3-3 Management of material topics	Emissions		92-97
	305-1 Direct (Scope 1) GHG emissions	Emissions	Performance dashboard	94-95
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions	Performance dashboard	94-95
	305-4 GHG emissions intensity	Emissions	Performance dashboard	94-95
	305-5 Reduction of GHG emissions	Emissions	Performance dashboard	96
	Additional: Emissions from Flaring	Emissions	Flaring	97
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Emissions	Performance dashboard	96
<b>GRI 306: Waste 2020</b>	3-3 Management of material topics	Waste management and spill prevention		102-105
	306-1 Waste generation and significant waste-related impacts	Waste management and spill prevention	Spill prevention and response	104
	306-2 Management of significant waste-related impacts	Waste management and spill prevention	Spill prevention and response	104
	306-3 Waste generated	Waste management and spill prevention	Performance dashboard	104
	306-4 Waste diverted from disposal	Waste management and spill prevention	Performance dashboard	104
	306-5 Waste directed to disposal	Waste management and spill prevention	Performance dashboard	104
<b>GRI 308: Supplier Environmental Assessment 2016</b>	3-3 Management of material topics	Sustainable supply chain		68-69
	308-1 New suppliers that were screened using environmental criteria	Sustainable supply chain	Green Procurement Vendors screening	69
<b>Social Performance</b>				
<b>GRI 401: Employment 2016</b>	3-3 Management of material topics	Enriching human capital		108-119
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Diversity and inclusion	Promoting gender equality	109
	401-3 Parental leave	Diversity and inclusion	Parental leave distribution	109
<b>GRI 403: Occupational Health and Safety 2018</b>	3-3 Management of material topics	Health and safety		122-125
	403-1 Occupational health and safety management system	Health and safety		
	403-2 Hazard identification, risk assessment, and incident investigation	Health and safety	Hazard management	125
	403-3 Occupational health services	Health and safety		122-129
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and safety		122-129
	403-5 Worker training on occupational health and safety	Health and safety		122-129
	403-6 Promotion of worker health	Health and safety		122-129
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety		122-129
	403-8 Workers covered by an occupational health and safety management system	Health and safety		122-129
	403-9 Work-related injuries	Health and safety		122-129

GRI Standard No.	Disclosure	Location		
		Section	Sub-section	Page No.
<b>GRI 404: Training and Education 2016</b>	3-3 Management of material topics	Emiratization at ENOC	Learning and development	112-115
	404-1 Average hours of training per year per employee	Learning and development		114
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Emiratization at ENOC	Learning and development	112-115
	404-3 Percentage of employees receiving regular performance and career development reviews			100% of ENOC employees are receiving regular performance and career development reviews
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	3-3 Management of material topics	Diversity and inclusion		108-111
	405-1 Diversity of governance bodies and employees	Board of Directors	Diversity and inclusion	6, 110
<b>GRI 406: Non-discrimination 2016</b>	3-3 Management of material topics	Ethics and integrity	Protection of human rights	51, 108-111
	406-1 Incidents of discrimination and corrective actions taken	Diversity and inclusion	-	109
<b>GRI 408: Child Labor 2016</b>	3-3 Management of material topics	Ethics and integrity	Protection of human rights	51
	408-1 Operations and suppliers at significant risk for incidents of child labor	Ethics and integrity	Protection of human rights	51
<b>GRI 409: Forced or Compulsory Labor 2016</b>	3-3 Management of material topics	Ethics and integrity	Protection of human rights	51
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethics and integrity	Protection of human rights	51
<b>GRI 413: Local Communities 2016</b>	3-3 Management of material topics	CSR at ENOC	One ENOC, One CSR strategy	132-141
	413-1 Operations with local community engagement, impact assessments, and development programmes	CSR at ENOC	One ENOC, One CSR strategy	132-141
	413-2 Operations with significant actual and potential negative impacts on local communities	CSR governance	CSR partnership	None
<b>GRI 414: Supplier Social Assessment 2016</b>	3-3 Management of material topics	Sustainable supply chain		68-69
	414-1 New suppliers that were screened using social criteria	Sustainable supply chain	Green Procurement Vendors screening	69



